• Significant Developments (Messages)
• Registrar Review (Michael Gabert)
• Carillion Liquidation (Michael Baigel)
• Estate Planning (Mary Wahbi)
WANT TO FINISH YOUR TAKEOFF & ESTIMATING FASTER?

SEE THE DIFFERENCE WITH CostX®

CostX® is world-leading BIM & 2D takeoff and estimating software that will help you speed up your work. With everything in one program, including live-linked takeoff and estimates, you don’t have to manually transfer information. Plus, with the ability to measure areas, lengths and counts in just one click, you’ll be faster, smarter and more accurate than ever before.
Your Cost Consulting Professionals

Our 40+ years of industry experience and service allow us to provide exceptional expert cost analysis, budget control and risk mitigation.

At every stage of the process, our firm is committed to fulfilling clients’ needs in a professional and timely manner. Senior personnel take a hands-on approach and a lead role in all the firm’s commissions to ensure that all project requirements are being met.

We are an independent third party and therefore there is no conflict of interest. Our value added services are available at a low fee.

Request a quote on your next project and find out how cost effective and valuable our services are.

Contact us to find out about available career opportunities
info@awhooker.com

www.awhooker.com  marketing@awhooker.com  905-823-8111
Leadership & Development interview – Rowan O’Grady...... 18
ICMS interview – Alan Muse ......................... 20
Leaders in Action interview – Michael Gabert ....... 22
How I became a PQS .............................. 23
A final farewell to Mrs. Ishrat Alidina .................. 24
Explaining the Carillion Group liquidation in the UK ... 26
The power of visual documentation .................... 30
Estate planning series – part 2 ........................ 33
Design and Construction Trends Analysis Committee.. 34
Life cycle costing revealed ............................ 36

Features

Corners

Professional Sustainability Corner .................................. 14
Education Corner .................................................. 15
Legal Corner ........................................................ 16

Messages

Chair’s Message .............................. 6
Executive Director’s Message .................. 10
Editor’s Message ................................. 11
Chair’s Message

Update on CIQS proposed governance restructuring

Much has happened at CIQS since my last message, but one of the most important matters that impacts all of us is the proposed change in the CIQS governance structure, so I thought I would dedicate this Chair’s Message to this topic.

As you will recall, in May 2017, National Council approved a change in governance structure that is designed to improve the way we govern and administer CIQS. To clarify the final decision to accept or not accept the governance restructuring is dependent on a vote from each of the current corporate members of CIQS (the affiliates). Each affiliate (CIQS – British Columbia, CIQS – Prairies & Northwest Territories, CIQS – Ontario, CIQS – Quebec, CIQS – Maritimes & CIQS Newfoundland and Labrador) will be responsible to hold a special meeting with their local designation holders this coming Spring 2018. It is strongly recommended to all our designation holders that they take the time to vote in person or by proxy.

The governance restructuring impacts two key areas:

1. **Direct accountability to Designation Holders**: creating a governance model where designation holders have new legal rights as corporate ‘members’ which allow them to directly elect and remove the National Council and approve fundamental corporate changes (as opposed to the current governance model, where designation holders have no direct governance rights over CIQS but instead indirectly influence CIQS through electing the directors of their affiliate (the affiliates being the corporate ‘members’ of CIQS), and thus relying on representatives of the affiliate to exercise these rights over CIQS National Council).

2. **Improve efficiency to drive value to Members**: simplifying the administration of national and local activities to reduce costs and free up resources (both cash expenditures and staff time) to spend more time and money on activities that are high-value to designation holders. You may not know this, but right now CIQS management already administers both national activities and the back-office functions of each affiliate (corporate, legal, compliance, finance, etc.). The restructuring is designed to reduce the cost and complexity of administration, so CIQS management can spend more time on areas that benefit designation holders.

We recognize the significance and importance of these changes, so National Council has proceeded slowly and thoughtfully and has ensured all our stakeholders have had a chance to voice concerns or offer support of the change in the CIQS structure.

One of the engagement tools we used was a designation holder survey, and some highlights are as follows:

- Number of full survey respondents: 688
- Percentage of participants supportive of the restructuring: 78.34%

Your feedback has identified three common areas of concern, which we have considered and modified our plan as addressed below:

1. **Ensuring local needs continue to be met**: A valid concern raised by several designation holders relates to local activities. The concern is that local needs will be ignored or activities diminished because CIQS will centrally administer the budgets for all activities, both nationally and locally.
   
   National Council is clear and unanimous in the view that all value-added local activities currently being offered should and will continue. We value the contributions of our volunteers from across the country, and we want to continue these activities. In that regard, we have developed a ‘chapter’ system where an executive (which will function in the same manner as the current board of directors of an affiliate – but without the formality and red tape) comprised of local representatives will decide on and execute local activities. The executive will also be responsible for its own recruiting of colleagues to serve on the executive (i.e. succession-planning). Funds will be held by CIQS, but will be available to each chapter for use locally. To ensure good value for money and accountability, ‘chapters’ will be required to annually prepare a plan of activities and budget, which will be approved by National Council, and, following approval, ‘chapters’ will have the flexibility to carry on these approved activities.

   National Council’s expectation is that the current budgets/activities conducted by affiliates will be the
Chair’s Message

baseline for activities and budget going forward, and, with the administrative cost savings resulting from these governance changes, we will be able to deploy more resources to local and national activities that are of value to designation holders, not less.

2. Ensuring local surplus is used for the benefit of local Designation holders: Affiliates have prudently managed their resources and, in some cases, have surplus funds which will be transferred to CIQS as part of this restructuring. Designation holders have indicated that they would like to ensure these surplus funds are used by CIQS for the benefit of the members situated in the geographic area currently served by each respective affiliate. National Council completely agrees. We have added language in the document that transfers these funds that ensures that any surplus cash transferred by an affiliate to CIQS is only used by CIQS for the benefit of designation holders connected to the geographic area served by the affiliate.

3. Ensuring national representation on National Council: Designation holders have indicated that the pan-Canadian representative nature of National Council is important to maintain. National Council agrees! As part of the restructuring, we will be adopting a nominating committee model that requires that candidates to serve on National Council meet both geographic representation and skills-based requirements. Given the importance of regional representation, we have also made it a legal requirement that any change to the terms of reference of the new nominating committee that impact regional representation will require member (i.e. designation holder) approval. Should the vote be in favour of the proposed governance restructuring, National Council has recommended to the affiliates that the term of the incumbent directors serving on National Council be extended by one year, so that individuals familiar with the restructuring oversee its implementation. The Nominating Committee noted above will be struck immediately following the restructuring, with the first annual meeting under the new structure being held in the province of Québec in Summer 2019.

CIQS will be sending out further communications and documents regarding restructuring to designation holders and to affiliates shortly, with the goal of implementing this change later this year.

Thank you to those of you who have provided thoughtful feedback to us. We have heard you and your comments have improved the restructuring for the benefit of all of us.
Message du Président du Conseil

Mise à jour sur le changement proposé à la structure de gouvernance de l’ICÉC

Beaucoup de choses se sont passées à l’ICÉC depuis mon dernier message, mais l’une des questions les plus importantes qui nous touche tous est le changement proposé à la structure de gouvernance de l’ICÉC; J’ai donc choisi de dédier ce message à ce sujet.


La restructuration de la gouvernance a un impact sur deux domaines clés:

1. Responsabilité directe envers les détenteurs de désignation: créer un modèle de gouvernance où les détenteurs de désignation ont de nouveaux droits légaux en tant que «membres» qui leur permettent d’élire et de destituer directement le Conseil national et d’approuver les changements fondamentaux (contrairement au modèle de gouvernance actuel où les détenteurs de désignation n’ont pas de droits de gouvernance directs face à l’ICÉC, mais influencent indirectement l’ICÉC en éligissant les administrateurs de leur association affiliée (les affiliés étant les «membres» de l’ICÉC), et s’appuient donc sur ces représentants pour exercer ces droits envers le Conseil national de l’ICÉC).

2. Améliorer l’efficacité pour offrir davantage de valeur pour les membres: simplifier l’administration des activités nationales et locales pour réduire les coûts et libérer des ressources (tand au niveau des dépenses monétaires que des ressources humaines) afin de consacrer plus de temps et d’argent aux activités à forte valeur pour les détenteurs de désignation. Vous ne le savez peut-être pas, mais actuellement la direction de l’ICÉC gère déjà les activités nationales et les fonctions de soutien administratif de chaque filiale (corporate, juridique, conformité, finance, etc.). La restructuration vise à réduire le coût et la complexité de l’administration, de sorte que la direction de l’ICÉC puisse consacrer plus de temps sur des domaines qui profitent aux détenteurs de désignation.

Nous reconnaissons la signification et l’importance de ces changements, donc le Conseil national a progressé lentement et de façon réfléchie, tout en s’assurant que toutes les parties prenantes aient la possibilité d’exprimer leurs préoccupations ou d’offrir leur soutien au changement proposé à la structure gouvernance de l’ICÉC. Un des outils de mobilisation que nous avons utilisé fut un sondage auprès des détenteurs de désignation, dont voici quelques faits saillants:

• Nombre de répondants ayant complété le sondage: ..........688
• Pourcentage de participants favorables à la restructuration: .................. 78.34%

Vos commentaires ont identifié trois domaines de préoccupation communs, que nous avons examinés et nous avons modifié notre plan, tel qu’indiqué ci-dessous:

1. S’assurer que les besoins locaux continuent d’être satisfaits: Une préoccupation légitime soulevée par plusieurs détenteurs de désignation concerne les activités locales. L’inquiétude est que les besoins locaux seront ignorés ou que les activités diminueront parce que l’ICÉC administrera les budgets pour toutes les activités, au niveau national et local. Le Conseil national est clair et unanime à l’idée que toutes les activités locales à valeur ajoutée actuellement offertes devraient continuer et continueront d’être offertes. Nous valorisons les contributions de nos bénévoles partout au pays et nous voulons continuer ces activités. À cet égard, nous avons développé un système de «chapitre» (qui fonctionnera de la même manière que le conseil...)

Nous reconnaissons la signification et l’importance de ces changements, donc le Conseil national a progressé lentement et de façon réfléchie, tout en s’assurant que toutes les parties prenantes aient la possibilité d’exprimer leurs préoccupations ou d’offrir leur soutien au changement proposé à la structure gouvernance de l’ICÉC.»
d'administration actuel d'un affilié - mais sans la formalité et la bureaucratie) où un exécutif composé de représentants locaux va planifier et organiser des activités locales. L'exécutif sera également responsable de recruter des collègues pour siéger à l'exécutif (par exemple: pour planifier la relève). Les fonds seront détenus par l'ICÉC, mais seront disponibles pour chaque chapitre pour une utilisation locale. Pour assurer un bon rapport qualité-prix et une reddition de comptes, les «chapitres» devront préparer un plan d’activités et un budget qui seront approuvés par le Conseil national et, suivant cette approbation, les «chapitres» auront la souplesse nécessaire pour poursuivre ces activités. Le Conseil national s’attend à ce que les budgets et les activités actuelles des affiliés servent de référence pour les activités et budgets à venir et que, grâce aux économies réalisées via la restructuration de gouvernance, nous puissions déployer plus de ressources pour les activités locales et nationales qui ont le plus de valeur pour les détenteurs de désignation, pas moins.

2. Veiller à ce que les excédents locaux soient utilisés au profit des détenteurs de désignation locaux: Les affiliés ont géré leurs ressources avec prudence et, dans certains cas, ont des surplus de fonds qui seront transférés à l'ICÉC dans le cadre de cette restructuration. Les détenteurs de désignation ont indiqué qu'ils veulent s'assurer que ces fonds excédentaires seront utilisés au bénéfice des membres situés dans la zone géographique actuellement desservie par leur association affiliée. Le Conseil national est entièrement d'accord. Nous avons ajouté un libellé dans le document pour garantir que tout excédent d’argent transféré par une association affiliée à l'ICÉC sera utilisé au profit des détenteurs de désignation liés à la zone géographique desservie par l’association affiliée.

3. Assurer la représentation nationale au Conseil national:

Les détenteurs de désignation ont indiqué qu’il est important de maintenir la nature représentative pancanadienne du Conseil national. Le Conseil national est d’accord! Dans le cadre de la restructuration, nous adopterons un modèle de comité de nomination qui exigera que les candidats siégeant au Conseil national satisfont à la fois à la représentation géographique et aux exigences en matière de compétences. Compte tenu de l'importance de la représentation régionale, nous avons également prévu une obligation légale que toute modification au mandat du nouveau comité des candidatures ayant une incidence sur la représentation régionale exigera l’approbation des membres (c.-à-d. les détenteurs de désignation).

Dans l’éventualité où le vote s’avère favorable à la restructuration de la gouvernance, le Conseil national a recommandé aux affiliées que le mandat des administrateurs en poste au Conseil national soit prolongé d’un an, afin que les personnes connaissant bien le projet de restructuration puissent veiller à sa mise en œuvre. Le comité des mises en candidature mentionné ci-dessus sera mis sur pied immédiatement après la restructuration, et la première assemblée annuelle sous la nouvelle structure aura lieu dans la province de Québec à l’été 2019.

L’ICÉC fera parvenir sous peu d’autres communiqués et de la documentation concernant la restructuration auprès des détenteurs de désignation et des associations affiliées, avec l'objectif de mettre en œuvre ce changement plus tard au cours de l’année.

Merci à ceux et celles d’entre vous qui nous ont fourni des commentaires réfléchis. Nous vous avons entendu et vos commentaires ont permis d’améliorer la restructuration au bénéfice de chacun d’entre nous.

---

**Congratulations to the following ‘Designation Holders’ who have qualified as a PQS or CEC (including reinstatements):**

**CIQS – British Columbia**
- Maria Michelle Callanta, CEC
- Lilian Ching, PQS
- Sukhvinder Dharival, CEC
- Grant Langton, CEC
- Sean Poon, PQS
- David Sawatzky, CEC
- Adrian Secu, PQS
- Craig Shirra, CEC
- Jay Whisnand, CEC
- Calvin Yu, PQS

**CIQS – Maritimes**
- Andrew Swiber, CEC

**CIQS – Members at Large**
- Mohammed Salahuddin Ahmed, CEC
- Adewale Badmus, CEC
- Usman Belgore, PQS
- Omar H. El-Menoufy, PQS
- Lai Yiu Han, PQS
- Ghalib Humaidi, CEC
- Gregory Jackman, PQS
- Oladeji Olanipekun, CEC
- Mufutau Solesi, CEC

**CIQS – NL**
- Mark Canning, PQS
- Mary Allison Vivian, PQS

**CIQS – Ontario**
- Elena Baranova, PQS
- Daniel Boudreault, CEC
- Chloe Joubert Cochran, PQS
- Liviu Durdureanu, PQS
- Simon Gagula, PQS
- Emmanuel Innocent, PQS
- Steve Lucas, CEC
- Mohamed Mahmoud, CEC
- Jenna Maw, PQS
- Muhammad Mir, CEC
- Charles Oghale Ogodu, PQS
- Andy Oh, PQS
- Richard Omikunle, CEC
- Mohamed Osman, CEC
- Melvin Ranes, CEC
- Abdur Razzaque, PQS
- Tulsi Regmi, PQS
- Haiyan Shao, CEC
- Ahmad Tofighi, PQS
- Majeed Ahmad, PQS
- Cherry Del Carmen, CEC
- Glenn Raymond Go, CEC
- Aline Khodamorad, CEC
- Joseph LaPerle, CEC
- Olanrewaju Owoye, CEC
- Napoleon B. Pasion, PQS
- Ron Taylor, PQS

**CIQS – Prairies and NWT**
- Mary Allison Vivian, PQS

**CIQS – Quebec**
- Nuri Schrayer, PQS
Membership fee policy changes and Registrar stats

- Membership fees and policies for the April 1, 2018–March 31, 2019 membership year have been reviewed and approved. Invoices were sent electronically to all designation holders in February. Please note the changes to membership fee policies and deadlines on your invoice and other membership renewal communications.
- Membership fees are due March 31.
- Total payment is due upon receipt.
- This invoice is for the period of April 1, 2018 to March 31, 2019.
- A late fee of $50.00 + tax will be automatically applied to payments received after 11:59 p.m. (PST) on March 31, 2018.
- Your official receipt and membership card will be available to you via a link in your email confirmation.
- Your Membership will be terminated if payment is not received by 11:59 p.m. (PST) on May 31, 2018.

It is important to note:

- That a Designation Holder who has been terminated for non-payment of their annual fee shall not apply to themselves the letters of, or hold themselves out as a Professional Quantity Surveyor (PQS), Construction Estimator Certified (CEC), Associate Member, or Retired Member of the Institute, and in the case of PQS and CEC, return their Certificate of membership along with their stamp and/or seal to the Institute.
- Terminated Designation Holders are also subject to a reinstatement fee of $200.00 (plus tax) plus the annual fee for the current year.
- PQS’s who have been terminated for more than three years must rewrite the TPE Practice Problem in addition to paying the applicable reinstatement fees.
- As of December 31, 2017, overall membership in CIQS (excluding students) has increased by 3.7%. In the PQS category, there was a 4% increase and 6% in the CEC category.

Proposed governance restructuring

- An update on the proposed restructuring from the CIQS Chair was sent to all designation holders on February 20, 2018 and is included in this issue of Construction Economist.
- Affiliates will be hosting Information Sessions on the proposed restructuring in February and March. Notices for information sessions sent out via email. National will be hosting an information session on March 27, 2018 for all designation holders who were unable to attend their local Affiliate meetings.

Affiliate AGMs

CIQS Affiliates will be hosting their AGMs on the following dates. The vote on the proposed restructuring will take place at a Special General Meeting immediately following the AGM. We encourage you to attend your Affiliate AGM or submit a proxy. More details to follow from your respective Affiliate.

- May 4 – CIQS – Prairies & NWT: Calgary - Danish Club of Calgary
- May 17 – CIQS – British Columbia: Vancouver; CIQS – Maritimes: Halifax - Delta Halifax
- May 26 – CIQS – Ontario: Deerhurst Resort - Huntsville

Human resources

- CIQS welcomes our new staff member Vanessa Stol, Administrative Assistant. Vanessa will be responsible for the administrative support for the Affiliates and National.
- CIQS will be posting a new staff position for Marketing/Industry Relations with an anticipated start date of April 2018.

CIQS Congress

- Registration for Congress 2018 in Halifax opened on February 26, 2018.
- CIQS Congress 2019 will be hosted by CIQS – Quebec.
- CIQS Congress 2020 will be held in Winnipeg, MB and hosted by CIQS – Prairies & NWT.

Lobbying

- CIQS has selected a lobbying firm to do an environmental scan.
- CIQS has also approved a partnership with CACQS in their lobbying initiatives for 2018.

CIQS Code of Ethics

- Appendix E Code of Ethics and Professional Conduct and Competency has been revised and approved by the Board. Login to the members’ only section of the CIQS website to view the updated document under Institute/By-laws, Rules & Regulations.

Marketing and communications

- A new CIQS e-Newsletter will be distributed to all designation holders bi-monthly starting in February 2018. This new communication piece will focus on Institute activities, member benefits, Affiliate updates to inform designation holders of the work being done across the country, calls for expression of interest, job listings, etc. Advertising space will be available starting in the second issue - contact Vanessa Stol for more info.
- New CIQS marketing brochures will be ready in Spring 2018.

The next CIQS Board of Directors meeting will be May 11-12 in Montréal.
Significant developments impacting construction

2018 has started with significant developments that are either directly or indirectly impacting the construction industry in Canada. Therefore, I have, for the purpose of this edition, separated such events into two articles which I hope you will find of interest.

Major reforms gather momentum across Canada

Construction Act – practical implications

Ontario has introduced broad and detailed reforms to construction legislation, with an aim to address issues around timing and completeness of payment, along with an expedited route for the resolution of disputes. As the construction sector has grown seismically in Canada, there has also been increasing momentum to address major concerns around payment, cash flow and the adversarial nature of construction contracts. Currently, these concerns continue to challenge the successful delivery of private and public sector construction projects across Canada.

Proclamation:

In December 2017, Bill 142 received the Royal Assent and the Construction Act (which I will also refer to as the “Act”) became law in Ontario. These changes coming into force in 2018, will affect lenders, owner’s special purpose entities, contractors, subcontractors and suppliers. Areas covered by the Act include prompt and proper payment, adjudication, holdbacks, Lien presentation and perfection, accounting of funds along with certain aspects of condominiums, landlords and P3/AFP projects.

Significance:

The Construction Act replaced the previous Construction Lien Act and the Attorney General of Ontario, Yasir Naqvi has stated that: “This is the biggest change to our construction laws in over 34 years. I would like to thank all the organizations and individuals who lent their knowledge and expertise to this incredible effort. These changes will have a real impact on people’s lives, giving workers assurance they will be paid on time and in full, and help to ensure disputes are resolved quickly.” Whilst this development is specific to Ontario, there are broader implications as other provinces, including Alberta, New Brunswick, Quebec and Saskatchewan, are working on measures to address prompt payment and other such issues plaguing the construction industry in the respective regions.

Federal reform:

On January 30, 2018, Steven MacKinnon, Parliamentary Secretary to the Minister of Public Services and Procurement, and the Honourable Judy A. Sgro, Chair of the Standing Committee on Transport, Infrastructure and Communities, on behalf of the Honourable Carla Qualtrough, Minister of Public Services and Procurement, announced that the government is seeking industry input and recommendations on federal prompt payment legislation. This announcement signifies the ripple effects stemming from initiatives such as the Ontario legislative reform.

Significantly, in a news release on January 30, 2018, Public Services and Procurement Canada confirmed that both Bruce Reynolds and Sharon Vogel (authors of the report leading to the Ontario reforms) have also been contracted to seek input from the construction industry to identify the elements required to develop a robust prompt payment regime at the federal level. The federal government will use the proposed recommendations to inform the development of an effective legislative solution that will direct terms of payment and provide for an adjudication process for federal construction contracts.

Upon completion of the Ontario report, Bruce Reynolds and Sharon Vogel stated that they are very pleased with the passage of the Act. “These changes, including promptness of payment and dispute resolution through adjudication will go a long way to modernizing the construction industry across Ontario. We would like to thank and acknowledge the advisory group as well as the many government and industry groups who provided advice during our review and subsequent work on the bill.”

Feedback:

Generally, there has been positive response from the Canadian Construction Association (CCA) to the beginning of federal reforms. The CCA represents approximately 20,000 small, medium and large construction and related enterprises through 63 integrated local and provincial construction associations throughout Canada. Raymond Bassett, a member of the CCA Executive Committee, read the following statement at the round table event hosted by Parliamentary Secretary Steve MacKinnon: “On behalf of the Canadian Construction Association I would like to congratulate the government of Canada on its announcement today. The timely flow of payment within all tiers on construction projects is necessary to allow material and equipment suppliers, subcontractors and trades, labour, and general contractors to succeed in their businesses – to continue providing construction capacity to build Canada’s infrastructure and to create jobs and economic opportunities in an industry that represents a very significant part of the economic activity in Canada.”
In no way seeking to provide legal opinion, my interpretation of some of the more relevant changes brought about by the Act include the following:

**Prompt payment:**
- There is now a requirement that Contractors submit a ‘proper invoice’ to Owners on a monthly basis, describing materials or services supplied, and stating the period and authority under which they were supplied. Upon receipt of ‘proper invoice,’ Owner is obliged to pay Contractor within 28 days. Should Owner refuse amount(s) on such ‘proper invoice,’ he may, within 14 days of receipt of ‘proper invoice’ issue a ‘notice of non-payment’ specifying the amount the Owner refuses to pay and the grounds for non-payment.

**Pay when paid:**
- The Act also requires the Contractor to pay when paid: Subcontractor no later than seven days of receiving payment from Owner, and the Contractor is to pay Subcontractor no later than 35 days from date Contractor submitted ‘proper invoice’ to the Owner. Further, Contractor’s payment obligations to subcontractors are subject to the contractor’s right to deliver a notice of non-payment. If the Contractor’s non-payment to the Subcontractor is due to the Contractor not receiving payment from the Owner, then Subcontractors that were due to receive payment from the Contractor within seven days must begin to pay those beneath them in the construction pyramid.

**Adjudication boards:**
- The Act provides Owners, Contractors and Subcontractors a flexible mechanism of dispute resolution through the implementation of an adjudication process. This process begins with a qualified adjudicator, appointed by a body called the ‘Authorized Nominating Authority.’ The details regarding the formation of the Authorized Nominating Authority and the nominating details are yet to be finalized. The process starts with the party in dispute notifying the other party a prescribed form of notice outlining their intentions to adjudicate.

**Finality:**
- Among other things, the notice includes the proposed adjudicator, the dispute and the remedy sought. Whilst the Construction Act provides Adjudicators the power to prescribe the adjudication process, the Adjudicator’s decision is legally binding, unless subsequently determined through the means of court or arbitration proceedings. This process can only commence upon Substantial Performance of the work and no later than 30 days of receiving the initiating party’s documents.

**Liens and holdback:**
- Upon expiration of the ‘lien period,’ payers are obliged to release holdback funds, so long as all liens that may have been claimed have been discharged or otherwise satisfied subject to an Owner’s right to publish a prescribed notice of non-payment. Such notice must be submitted no later than 40 days after publication of the Certificate of Substantial Performance.
  - Contractors and subcontractors are not mandated to release holdback funds following the expiry of the lien period where they have not been paid their holdbacks due, where such non-payment has been referred to Adjudication and where they have provided notice of such non-payment to their payees. Holdback funds can be maintained in the forms of letters or credit or demand-worded holdback repayment bonds and may be released, where contracts so provide, on an annual or phased basis for projects that exceed amounts, which are to be prescribed in the regulations.
  - The deadline to preserve a lien is extended from 45 days to 60 days from the triggering event for the expiration of lien. Triggering events have been expanded to include completion, abandonment, contract and subcontract termination. The deadline to perfect a lien has been extended from 45 to 90 days after the last day a lien could have been preserved.
  - The two-year expiration period for perfected liens remain unchanged, a contract is now substantially performed when the improvement is ready for use or is being used for the purpose intended. The financial mechanism being, the balance to complete being less than 3% of the first $1M of the contract price plus 2% of the second $1M of the contract price, plus 1% of the balance (3,2,1 formula).
- The $1M thresholds were increased from $500k. A contract is now deemed to be completed when the price of completion, correction of a known defect or last supply is not more than the lesser of 1% of the contract price and $5k. The $5k threshold was increased from $1k. The maximum amount required for security of costs in support of vacating a lien increases from $50k to $200k.
  - Funds received from work performed by Contractors and Subcontractors will be required to be deposited into a bank account with their own names. Should Contractors and Subcontractors wish to maintain a single account across multiple projects they maintain, written records must outline amounts received into and paid out of the account.
  - As it pertains to condominium projects, lien claimants can preserve liens against common elements by using a prescribed form to the condominium corporation and/or the unit owner. Unit owners can vacate such a lien by posting security proportionate to their share of the common elements as specified in the declaration under the Condominium Act.

**Landlords and P3’s:**
- Landlords cannot give notice to Contractors disclaiming responsibility for improvements. Instead, landlords are now liable to lien claimants for 10% of any payments made to tenants for improvements. Also, landlords must give notice to registered lien claimants when enforcing their rights of forfeiture or termination against tenants for non-payment.
- Under the Act Special Purpose Entities, also known as ‘Project Co,’ who typically perform works on Design Build Finance Maintain (DBFM) P3 Projects, will hold the title ‘Owner.’ Should a public contract for a P3 project exceed
an amount prescribed in regulations set to follow the Act, a performance bond and labour and material payment will now be a requirement. The Construction Act undoubtedly contributes to major reforms that are gathering momentum right across Canada – watch this space!

**Collapse of a major contractor**

So, what really happened and why?

The collapse (compulsory liquidation) of Carillion in the UK and elsewhere has been the topic of much discussion in the media, particularly in the UK, where politicians have sought to stake out their reasons for the dramatic and perhaps inevitable demise of a major multi-national construction icon. Without wishing to opine on how and why this happened, there remain a number of key questions on what the failures might have been and how and what the Canadian construction companies and those with financial interests such as stakeholders may learn. Some questions are:

1. **Role of board:** Did the Board have in place sufficient governance to challenge Senior Executives?
2. **Intervention by banks:** Could the banks have detected the issues earlier and thus protected the now many unpaid suppliers?
3. **Functional failure:** How did the many functions of a sophisticated business that control risk and test stress simply fail?
4. **Role of trustees:** Why did the company trustees to the regular pension fund accept deferral of pension fund payments?

5. **Timing of enrichment:** Why were shareholder dividends and large executive bonuses being paid at a time of financial strife?
6. **Role of auditors:** Why were the accounting and reporting concerns not picked up earlier by the company Auditors?
7. **Due diligence:** Why did the public sector continue to award contracts to a company that had three profit warnings?
8. **Prolonged payments:** Under the circumstances, why was Carillion allowed to delay payments to suppliers for extra ordinary periods such as 120+ days?
9. **Prevention of collapses:** Having known about the problems Carillion faced for years – how can government prevent the next Carillion?
10. **Unattainable margins:** Is this the beginning of the end of large contractors operating public sector services at allegedly wafer-thin profit margins?

Do you have an opinion on any of the above questions? Please feel free to write to the Editor, email: editor@ciqs.org.

Note: Carillion’s Canadian businesses have sought legal bankruptcy protection and this is addressed in other parts of this issue.

I thank you for your support and contribution to the Construction Economist, and sincerely wish you and your families a truly wonderful Spring and all the best for the rest of 2018. If you have feedback, suggestions and of course any articles that you would like to be considered for publication, please email: editor@ciqs.org.

Quick Facts (Approximate)*

- 40,000 Employees worldwide
- 20,000 Employees in the U.K.
- 6,000 Employees in Canada
- 28,000 Pensions
- 13 Pension Schemes
- Global Revenue >£4.5bn
- Company Debt >£900m
- Pension Deficit >£500m

*U.K. publication

---

**Your Partners in Real Estate Development**

We help our clients get the most from their investments, because we know investment can pay off.

Our services are designed to help our clients come away feeling confident in their progress & proud of the results.

CONECON
201-7857 6th Street
Burnaby, BC
604-522-8970
www.conecon.ca
recently asked a group of leaders the simple question, ‘Where do you feel most inspired and creative?’ The responses were not surprising, ranging from Starbucks, the cottage, by the lake, on an airplane, in the woods, at yoga etc. Not one person responded that they felt most creative while sitting behind their desk, in their office. At the same time, if you take a look at any job posting, they all indicate that they are looking to hire individuals who are creative, motivated and inspiring.

Does anybody else see the disconnection here? We want to hire the most creative people but then we do not allow them to flourish and make the most of their creative passion. In fact, we rarely even ask them what kind of environment they work best in. We just assume that they will do their best sitting at a desk, under fluorescent lights in a large open plan office taking the occasional trip to a meeting room.

Now I know what you are thinking – ‘here we go with yet another article about how we all need to be hot desking and using slides instead of stairs at work.’ Let me assure you, I do not believe that is the answer either. I do not believe there is a ‘one size fits all’ approach. I do, however, believe that both individually and as organizations we can make some small changes that will allow us to think differently, contribute more and generally be more creative. This article will look at some of those ideas.

If you hold a weekly meeting with your team, and it is held at the same time, on the same day, in the same room, with the same attendees following the same agenda, do not expect that one week you will get a different result. We are creatures of habit; we repeat behaviour and get similar results, all the while hoping for a breakthrough. Small changes can reap huge rewards, if you want your team to think more strategically tweak their environment, go for a walk, meet outside, change the time or invite some different people with different views. If you can take the team outside of their comfort zone, they are more likely to think outside the box. I am not suggesting you have to take them on a high ropes course or go white water rafting every week, just some minor tweaks to the routine to keep people fresh.

Individually we also have a responsibility to make the necessary changes. I was working with a group recently and pushed them to take the ‘5-minute challenge.’ It is fairly simple, leave home 2.5 minutes earlier in the morning, arrive at work 2.5 minutes later than normal, spend the extra 5 minutes being selfish, breaking up their commute by stopping at a park, walking to the coffee shop instead of rushing through the drive thru, reading the paper.

Whatever worked for them, the only condition was that they could not look at their phones or computers. After only a couple of weeks the results were staggering, they all reported that they felt more energized, more peaceful, less stressed which meant that when they got to work they could be more creative, had fresh thoughts and generally enjoyed the day more. While their colleagues and family noticed a difference in their attitude, nobody noticed the 2.5 minutes they were taking from both groups.

The changes we are talking about are fairly minor – getting to work a few minutes later, taking a walk around the block between meetings, etc. What is stopping us from doing it more frequently? Fear. Fear that we might get ‘caught out,’ fear that our colleagues will report us for ‘not pulling our weight,’ fear that we might miss something important in those five minutes. In reality, it all comes down to a fear that the world will keep spinning without us. That maybe we are not as important as our egos would like us to believe.

In order to alleviate the fear and the associated guilt, I suggest that we reframe the problem. A few years ago, I was asked where my ‘inspirational place’ was, where did I do my best thinking and come up with my best ideas. I did not have to think long about this, it is anywhere near the water, could be on a boat, sitting by the lake or walking by the river. I was then asked how many hours I choose to spend at that inspirational place on a weekly basis. Again, the response came quickly - hardly ever. It was pointed out to me that if I was choosing to not spend any time at that place, I was effectively stealing from my organization.
After only a couple of weeks the results were staggering, they all reported that they felt more energized, more peaceful, less stressed which meant that when they got to work they could be more creative, had fresh thoughts and generally enjoyed the day more.

They were paying me to be a leader and to have ideas and I was making a conscious decision to deprive myself, and as a result the entire organization, of that exposure. By simply reframing the situation to one where I now felt guilty by not taking the time to visit my inspirational place, at least for a few minutes every week, I increased my chances of making it happen. I started taking the long route to work. It took a few extra minutes but gave me an opportunity to stop by the shores of Lake Ontario and drink my coffee. My life felt more balanced and the extra ‘me’ time allowed me to think differently, more creatively.

So, in conclusion, there are some small things that we can do, both as leaders of people and personally, to improve our chances of being more creative and finding the inspiration that will allow us to succeed. If you are leading others, you should constantly be looking for opportunities to shake things up, tweak the environment and help your teams get comfortable being uncomfortable.

Also consider:
- On the personal side, we should all make ‘being selfish’ part of our daily routine, if only for five minutes.
- Like they say on the safety message on an airplane, take care of yourself before trying to help others.
- Find your inspirational place and visit it. If you do not, then you are letting both you and your organization down.

After only a couple of weeks the results were staggering, they all reported that they felt more energized, more peaceful, less stressed which meant that when they got to work they could be more creative, had fresh thoughts and generally enjoyed the day more.

“After only a couple of weeks the results were staggering, they all reported that they felt more energized, more peaceful, less stressed which meant that when they got to work they could be more creative, had fresh thoughts and generally enjoyed the day more.”

They were paying me to be a leader and to have ideas and I was making a conscious decision to deprive myself, and as a result the entire organization, of that exposure. By simply reframing the situation to one where I now felt guilty by not taking the time to visit my inspirational place, at least for a few minutes every week, I increased my chances of making it happen. I started taking the long route to work. It took a few extra minutes but gave me an opportunity to stop by the shores of Lake Ontario and drink my coffee. My life felt more balanced and the extra ‘me’ time allowed me to think differently, more creatively.

So, in conclusion, there are some small things that we can do, both as leaders of people and personally, to improve our chances of being more creative and finding the inspiration that will allow us to succeed. If you are leading others, you should constantly be looking for opportunities to shake things up, tweak the environment and help your teams get comfortable being uncomfortable.

Also consider:
- On the personal side, we should all make ‘being selfish’ part of our daily routine, if only for five minutes.
- Like they say on the safety message on an airplane, take care of yourself before trying to help others.
- Find your inspirational place and visit it. If you do not, then you are letting both you and your organization down.

About the author
Craig Woodall is the President and Owner of Byng Leadership Inc. He has over 25 years of experience leading teams, projects, organizations and individuals. His passion is Leadership Development, helping people and organizations grow by maximizing their leadership potential.

Mentoring – A rewarding experience

I hope you have all managed to stay warm this chilly winter!

Having a mentor is an important part of starting any job. People who are mentored properly often have a much longer and more successful career than those who are left to their own devices. Sadly, a large number of people who have mentors do not in turn mentor someone once they are firmly planted as a QS. We need to keep the cycle going.

I have mentored some wonderful people in my time in the industry. It has been rewarding for them as they get to learn the job with fewer speed bumps plus get some one-on-one time with an experienced QS. But for me it is been just as rewarding to watch them grow and rise into positions of leadership. I get a sense of pride as they accomplish great things.

Take a look around. Is there someone in your office who is brand new? Maybe sit down and have a coffee with them. Ask them what they are working on. Or you can ask your team leader if there is anyone who is struggling or who just needs a little more guidance.

Regardless of how you approach them, being a mentor is rewarding for everyone involved and helps our industry grow. Plus, you get CPD points for doing so!

Good luck and good mentoring!
Case note
Teal Cedar Products Ltd. v. British Columbia 2017 SCC21

Background
Teal Cedar Products Ltd. (Teal) held a licence to harvest timber on Crown lands in the Canadian Province of British Columbia (BC). A dispute arose after the province reduced the volume of timber that Teal was allowed. Teal and BC disagreed on the valuation of compensation owed to Teal. The parties submitted the dispute to an arbitrator in accordance with the Forestry Revitalization Act (the Act).

The arbitrator was required to make a statutory interpretation of the proper valuation method for improvements that had been made. The arbitrator selected the depreciated replacement cost as the method of valuation.

Following an appeal, the application judge upheld the arbitrator’s decision except in regard to the statutory interpretation issues.

Decision
The Supreme Court of Canada (SCC) overturned the BCCA decision, in particular pointing out that the standard of review depended on the characterization of the question at issue as legal, factual or mixed fact/law.

The case of statutory interpretation of the Act on the category of valuation method involved two types of questions, regarding:

a) the categories of methods under the Act; and

b) which specific method should be applied.

The court found the former to be a question of law, which the courts have jurisdiction to review on appeal pursuant to the Arbitration Act.

The latter question involved detailed evidentiary consideration, so was a mixed question and beyond appellate review.

The standard of review of a matter of law from a commercial arbitration was ‘reasonableness,’ and a decision that is supportable and understandable is reasonable. To appeal a decision of an arbitrator on a question of law, the court held that one must show it was unjustified, non-transparent, unintelligible or indefensible. The BCCA improperly used the standard of correctness rather than reasonableness.

The court noted that counsel can be motivated to frame a mixed issue as a legal question, stating that:

“A narrow scope for extricable questions of law is consistent with finality in commercial arbitration and, more broadly, with deference to factual findings.”

For your legal needs.

The GSNH construction law practice group is highly skilled and experienced. We provide practical advice and solutions in a timely, cost-efficient manner.

We understand the construction industry and we cover all industry sectors. How may we help you?

Visit gsnh.com/practice_areas/construction/
“A narrow scope for extricable questions of law is consistent with finality in commercial arbitration and, more broadly, with deference to factual findings.”

The court held that it only had jurisdiction to review the categories of methods (a question of law) and not the mixed question (law/fact) of which specific method to apply. Accordingly, the SCC overturned the BCCA on the valuation and upheld the arbitrator’s decision.

On the contractual interpretation, the SCC took an objective approach to contractual interpretation, concluding that:

“The arbitrator, after a lengthy and complex hearing, was best suited to weigh the factual matrix in his interpretation of the …agreement.”

**Comment**

The result of the case is to reaffirm the deference to an arbitrator on mixed decision of fact and law. It also reaffirms that on questions of law, the standard of review is reasonableness. There is no invitation for courts to impose their view of correctness. A reasonable decision might be one that a court disagrees with, but if that decision was supportable it will stand. A supportable decision is one that a reasonable arbitrator might make as opposed to an unsupportable or unjustified decision that no reasonable arbitrator could make. The courts must assess clearly the question on appeal as one of law, fact or mixed fact/law and not to interfere with arbitral awards where there is no basis for appellate review. In addition, the framing of the issue by the appellant must be critically viewed by the courts to properly apply the standard of review.

The full case report is at bit.law/TealvBC.

**About the author**

Russell Q. Gregory B.A., LL.B., MCIArb was called to the Bar in 1988 after articles with Ballem, McDill, MacInnes & Eden. Gregory has a private practice in construction law, sport law and arbitration – Gregory Law Office in Saskatchewan, Canada. He is a panel member and chair in First Nation Election, Anti Doping, Election, Sport Discipline cases.

Gregory is an avid dog sled musher and cryptocurrency enthusiast.
What was your motivation to come to and ultimately settle in Canada?
I moved to Canada originally in 2001 as part of the team that set up Hays in Canada. Our plan was always to return home to Ireland which we did in 2004. I was offered to take up my current role of President for Hays in Canada in 2009 and I did not have to be asked twice. Moving back to Toronto was a very easy and exciting prospect. We loved the lifestyle in Canada and I knew that the opportunity for Hays was massive here. Now, with three young Canadian kids and a great network of friends, we are here to stay.

Tell us about your current role at Hays and how you see this evolving?
My role as President of Hays is to identify our top priorities and ensure we execute our plan. There are a few things that are important to Hays in every country that we operate in and delivering service to our clients is the top priority. Everything we do at Hays revolves around getting the best candidates for our clients faster and more efficiently than anyone else. Every aspect of our organization is designed to drive that from training to marketing to management development to analytics. We are experts in recruitment and we aim to prove that every day to our clients. My job evolves with the company and the bigger the company gets, the more my job seems to change. One thing is for sure, I have no aspirations to move countries again and I hope to see out my career right here in Canada.

What trends can we expect to see with the current market conditions for employment?
The current job market in Canada is very healthy. The vast majority of employers are experiencing strong market conditions and this is converting into plans to grow permanent headcount. Because most companies are doing this at the same time, it highlights the skills shortages that exist in most industries, especially for highly skilled people. What we have not seen yet is a move to more aggressive salary increases. Most companies are offering an increase in 2018 of less than 3%. Most individuals are expecting increases of more than 3%. If salaries do not catch up with the market, then we are going to start to see some churn in the market, i.e. more people moving jobs for better offers and employers having to pay more to replace that person.

How do you see the future for the construction industry and employment opportunities in Canada?
The job market in construction is especially strong and there is an obvious skills shortage. Most employers are reacting to this by increasing salaries. The top construction companies stand out as being able to retain their senior staff more effectively than any other industry we see in Canada. Despite what a lot of people say, a job for life really does still exist in the construction industry and I do not see that changing. Loyalty is highly valued in this industry. The one thing I would hope that changes in the future for the construction industry is how successfully it can attract young people. Whether that is through the apprentice programs or an entry level office job, the future success of companies depends on the people they are hiring today.

What do you see as the challenges for those wishing to come to and stay/work in Canada?
Canada is a fantastic country to move to and to work in (speaking from personal experience). Having said that, assuming you have a work permit already in hand, it is also notoriously difficult to get started when you arrive. I believe that construction companies in Canada in the future will have to be more open minded about hiring newcomers to Canada than they currently are. It is always great to hire someone directly from a competitor as there is zero ‘getting up to speed’ time but if that person is not available, then you can either do without or give someone new to the country a shot. I saw the same thing happen in Ireland years ago and the companies that were more open-minded developed a distinct advantage over companies that were not.

If you had one piece of advice for those seeking to change careers, what would it be?
#1: If it is what you really want, then just go for it.
#2: expect it to be harder to achieve than you expect.
Employers love to hire a person that was previously doing exactly the same job as they are hiring for. With that in mind, it is very difficult to convince an employer to take a chance on an unproven candidate. The easiest way to change careers is to figure out a connection between your current career and the one you want. That way you can convey a higher level of confidence in your ability to do the new job. If you are making a complete change, for example becoming a chef after years as an engineer, the only advice I can give is to say, prepare for a major drop in your earnings and in your level of seniority. The reality of a major change can sometimes be more shocking than people expect.

Tell us a bit about your interests – what are your favourite pastimes?
Currently my biggest interest and pastime revolves round my kids. Whether it is taking them to swimming, baseball, dancing or, at this time of year, skiing every weekend, we are always busy with lots to do. Personally, I love sports of all kinds. At home, it was all soccer and rugby but the more time I spend in Canada the more I lose track of sports back home. Today it is all about the Raptors, the Jays and the Leafs! 😊

Rowan O’Grady has over 20 years of experience in the recruitment industry in Canada, the UK and Ireland. His in-depth and personal experience of permanent recruitment, contract staffing, MSP and RPO has been gained across industries including financial services, technology, engineering and construction. Rowan is a leading voice in the areas of recruitment, careers and the job market in Canada, regularly publishing market reports, whitepapers and thought leading insights. He comments regularly in the media on how to compete for and retain talent in today’s competitive marketplace.

The easiest way to change careers is to figure out a connection between your current career and the one you want. That way you can convey a higher level of confidence in your ability to do the new job.”
What is ICMS and why is it so important for countries such as Canada?
Construction is one of the most fragmented and financially opaque industries, often performs badly in terms of time and cost over-runs and wastes much productive effort on disputes. Hence, International Construction Measurement Standards (ICMS) are transformational for the global financial management of construction projects. As with accounting professionals and International Financial Reporting Standards (IFRS), international standards allow consistency in reporting across markets and sectors.

ICMS was published in July 2017 and represents the culmination of a collaborative effort from 45 professional construction bodies from around the world, including CIQS and RICS. These bodies recognised that there was a problem to be solved in terms of international construction cost reporting.

Previous research has shown that many countries have different systems and, in developing countries, there were sometimes no systems at all. ICMS resolves these inconsistencies, across buildings and civil engineering, by providing standard classifications and common terminology.

Many economies, including Canada, have identified the need for greater private sector investment in infrastructure to fulfil their growth and societal aspirations. ICMS will bring greater certainty and transparency to investment. In addition, more robust benchmarking and cost prediction techniques are needed in the industry to enable public and private purses to obtain ‘more for less.’

Where did the ICMS journey start and what challenges have you faced?
The idea for ICMS developed from earlier research carried out by the RICS and others over several years and was honed by the development of IFRS. Previous attempts at globally standardizing cost management systems had failed because they had not been developed on a collaborative and consensual basis.

When other not-for-profit professional bodies from around the world were approached, there was a strong desire to meet to discuss how this standard could progress. Accordingly, the IMF hosted a meeting of the organisations in June 2015 and the ICMS coalition was formed (www.icms-coalition.org). Following the formation of the coalition a separate, technical, ICMS standing setting committee (SSC) was formed, based upon coalition recommendations, to write the standard. The ICMS SSC agreed a brief with the coalition and were empowered to technically write the standard based upon their research and expertise.

It soon became evident that no one existing standard would fit all markets. It was also decided, quite early, that the standard need to cover both buildings and infrastructure and unify thinking at a high level. The reality is that practice is different around the world and the SSC had robust debates about their relative strength. Ultimately, however, high level harmonisation was found to be possible and a ‘top-down’ approach will allow gradual market convergence.

What is your role within ICMS and why is the ICMS Coalition so important?
I am the Vice-Chair of the SSC and worked closely with See Lian Ong (Chair) and the 25 other members of the committee in developing and writing the standard. Separately, each ICMS coalition member nominated a trustee to represent their organization and the trustees met regularly to scrutinize the work of the SSC and plan the communication of the standard. Dividing the technical development and political considerations was key in being able to proceed from inception to publication in two years.

Working collaboratively through the coalition to develop ICMS was and is essential. Not only is this the right way to gain the required technical consensus, but it enables communication and adoption of the standard in different markets via the coalition members. ICMS was written by global professionals for professionals operating in different markets around the world - it needs to have local traction and global application.

ICMS is important for another reason. It is the first time that the various professions involved in the financial management...
of construction (quantity surveyors, cost engineers, project controllers, architects and engineers) have come together to develop a common standard. Thus, terminologies and concepts are harmonized and simplified for the end users of the industry.

**What is the role of ICMS Representatives, ICMS Trustees and Standard Setting Committee Members?**
As well as the roles of the ICMS trustees and SSC members described above, we now also have many ICMS business partners. These are firms and organisations that have declared their support for ICMS and will embed it in their working practices. Included in the list of business partners are global organisations such as the G20 Infrastructure Hub, global consultancies such as Arup and Arcadis and North American firms such as Cumming Corporation (the declaration form can be downloaded and sent via the coalition website).

**What do you see as the future of ICMS and what do you see as the opportunities?**
ICMS is an important first step. It will be developed and extended to include further civil engineering entities and life cycle costs. RICS and other coalition members are revising and adapting their own national standards to accord with ICMS. RICS has also produced a user guide for ICMS, which we hope will be adapted and used by other coalition members (www.rics.org/uk/news/news-insight/comment/icms-user-guide). In addition, an ICMS data standard will be produced which will allow software vendors to seamlessly incorporate ICMS into their products.

All this dissemination will begin to produce rich, standardized data on global construction costs. Not only will this give greater certainty in cost prediction, but it may allow a system for true open data sharing within the industry leading to an increase in investment in construction. Coupled with this and as technology develops, mining, validating and manipulating this data will become more sophisticated, allowing a seamless flow of cost data from national to global level and vice versa.

**Did You Know?**
- Globally, infrastructure projects are reported to have an 86% probability of outrunning their set cost targets (Flyvberg et al).
- Globally, the average value of construction disputes is US$51m and take 13 months to resolve (Arcadis).

Alan has over 30 years’ experience in construction, specializing in the project and cost management of schemes up to £4 billion. Overseas experience includes stints in both the Middle East and East Asia. Since joining the RICS in May 2011, Alan has been involved in all aspects of the RICS response to the UK government construction strategy. Also, he leads international construction and BIM initiatives within the RICS including the development of skills, training and guidance for RICS members. Finally, as a Global Director in Professional Groups he liaises with Chartered Surveyors on general matters of international standards development, international construction policy and global education and training.

“**All this dissemination will begin to produce rich, standardized data on global construction costs. Not only will this give greater certainty in cost prediction, but it may allow a system for true open data sharing within the industry leading to an increase in investment in construction.”**

---

Our online store can be your one stop shop.
Order the CCA / CCDC documents you need and pay online.
Order today at [www.OrderConstructionDocumentsHere.ca](http://www.OrderConstructionDocumentsHere.ca)

A service provided by [www.ogca.ca](http://www.ogca.ca)
How and when did you take the role of CIQS Registrar and how does this relate to other positions on the CIQS Board?
I took on the role of the Registrar at the July 2017 CIQS National meeting. Each year some directors are starting and others are finishing their terms. In 2017, the Registrar position came open and I put my name forward and was selected.

How does it relate to other positions?
The data collected by and for the Registrar is valuable to the education, marketing and our lobbying portfolios. The data allows us to review and analyze where best to focus our resources to the benefit of each geographic region.

An example would be that through review of the data we may determine there is a need for increased collaboration with schools to sustain or increase our student membership or evaluate available programs and courses to ensure members and potential members have access to continuing education in that region.

Or, perhaps to spot the need for additional resources to effectively market and promote our profession in a given region, ensure that our regional teams have adequate marketing material, and to support in booking meetings and spaces when lobbying on behalf of the profession.

What does your role involve as the Registrar for the CIQS and what is the significance of this role?
The Registrar is responsible for keeping records of the designation holders as well as preparing an annual report on the current status of the membership. The report tracks and monitors our membership across all affiliate regions and by seven membership categories.

Tracking and monitoring enables us to develop and update national and regional profiles of the categories. We can see increases (or decreases) to numbers for overall membership and regional membership as well as for the other membership categories. Being able to spot trends in membership informs the development of plans and programs to support our growth and effectiveness as an organization.

How do you measure the numbers and categories of membership and how regularly are these updated?
We generally track the following categories: PQS, PQS Retired, Honorary Life, CEC, CEC Retired, Associate and Students. Tracking, monitoring and updating takes place throughout the year. The results are formalized in the Registrar’s annual report.

Can you please provide us with some key statistics across the various categories of membership/involvement?
Two of the most positive numbers are a 28% increase in PQS membership and a 26% increase in CEC membership from 2007 to 2017. Two of the strongest construction markets, BC and Ontario, showed the highest increases in PQS membership numbers. Growth in CEC membership was strongest in the Prairies, Quebec and the Maritimes.

Have you seen any particular trend(s)? What are your objectives for the coming year as the Registrar?
Being new to the Registrar’s role at the national level, I have only just started looking more closely at the data. My experience at the regional board level revealed a trend over a two-to-four-year window showing that student numbers decrease while CEC and PQS numbers increase as the students finish their programs and continue their careers in the professional world. This reinforces the need for our organization to be active in promoting our profession at local Universities and Colleges to continue enhancing the profile of our profession and growing our membership base organically.

We have seen an increase over the last four years in our membership numbers moving from 1820 in 2014 to 1976 members in 2017, led by increases in our PQS and CEC membership categories. I think it is a positive sign for our profession to see continued growth in our membership numbers and in particular in our PQS and CEC categories each year. Increases in our membership show that our profession is growing and becoming a more accepted and integral part of the development industry across Canada.

I would like to see the Institute continue to expand the analysis of our membership data for information that can support our decision-making process for the benefit of our professions and designations.

About the author
All three interviews conducted by Arif Ghaffur, PQS, Editor of Construction Economist.
I have no idea why I decided to become a civil engineer when I was three. My early decision started taking shape after high school when I was accepted into the engineering faculty and after four years of intense study I graduated with my engineering degree and started working as a Civil Engineer. I found it difficult being a woman in the construction industry; however, I was really enjoying working on site and dealing with all those ‘tough guys.’

Through the following 20 years of continuing education and my experience in the construction industry, I gained many stories in my pocket. However, I want to tell you about the second phase of my life: How I became a PQS! At the 20th year of my career, one step away from being a partner in the company where I had worked for 14 years, I decided to follow my heart. I left everything behind and moved from Turkey to Canada, to get married and make Canada my new home. Since I was in love, the decision was made easy and I disregarded the fact that I did not speak English.

My first focus was to learn the language and after that to find employment. I can tell you that being a housewife is way harder than working at a construction site. Learning English was also much more challenging than I thought. Is it not wonderfully weird how differently we pronounce and write tough, though, thought, taught? Access Employment-Engineering Connection Program has helped me to understand professional life here. However, their focus is geared towards Professional Engineering in which most immigrant engineers are interested. This may be likely as they are not aware of different or related professions that exist here in Canada. For example, where I come from there is no profession such as a PQS. Engineers typically do that job!

At that point, my advantage was being open to new ideas and being positive to different points of view. It is always good to think outside of the box. Using every opportunity for networking I started meeting different people from the construction industry and tried to figure out how things work here and who is who. I also started preparing myself with mock interviews, customizing my resume and writing cover letters for different job applications. I kept applying to jobs just to practice that dreaded phone interview, which I have never done in my life. It is like working out to stay sharp. I was feeling the same way when I graduated from university 20 years ago. Young, exited, and motivated.

I have recently heard, “Luck is when preparation meets opportunity,” as Oprah Winfrey says. So true!

I was lucky enough to meet Tanju Celen, partner at A.W. Hooker, who mentored me about the industry. His insight enabled me to understand that my previous experience perfectly matched what a PQS does. First step on real job search was done. Next steps on my mind – learn the system, find a job, and get the professional designation. To learn how quantity surveyors work, I decided to volunteer with a QS company and asked Tanju for some guidance and help in finding potential firms to approach. He was surprised with my decision. A few days later, A.W. Hooker invited me for an interview and welcomed me to the company as a part of their equation: The People + The Detail + The Strategy = The Difference.

I was hired permanently at the end of two months in December 2013, applied for membership with CIQS immediately after, and followed the route they suggested to pursue my PQS status. A goal I proudly achieved in August 2015. And my new journey has begun as a Professional Quantity Surveyor.

How I became a PQS!

About the author
Elvan Eryoner, PQS is a Quantity Surveyor at A.W. Hooker Associates Ltd. She has a bachelor degree in Civil Engineering from Turkey. She specializes in the architectural, structural and civil disciplines. Her project experience covers all the major sectors of construction including commercial, institutional and industrial buildings. She is a strong supporter of girls’ education and an avid scuba diver.

QSM
MECHANICAL AND ELECTRICAL
COST CONSULTING

Dennis M. Smith PQS
dennis@qsmcon.ca
www.qsmcon.ca

Let QSM bring its experience to your next project!
It is with great sadness we announce the passing of our former staff member, Mrs. Ishrat Alidina, on February 27, 2018 at the age of 68. She was surrounded by her loving husband of 47 years, Shamash, as well as her two children, Karim (Odelia) and Suraiya (Simon).

Ishrat and her family emigrated from Kenya, East Africa in 1975 and embraced all that Canada had to offer.

In 2006, she came to join the CIQS family in the capacity of Administrative Assistant. Ishrat proudly worked in this role until her retirement in 2014. Former Executive Director, Mrs. Lois Metcalfe stated that, “Ishrat will be remembered for her pleasant personality, kindness, generosity and hard-working nature.”

Former CIQS – Ontario President, Mr. Pat Cantin, PQS(F), says, “Ishrat was an absolute sweetheart and I will miss her dearly! She was the first voice I heard every time I called the office, to which sometimes Lois would get jealous, as Ishrat and I would have extended conversations about nothin.”

In the eight years Ishrat was with us, this wonderful, loving disposition was displayed with whomever she interacted with. She was a maternal figure for many of us and I fondly remember her referring to me as her ‘second son,’ which her daughter, Suraiya, tearfully recounted to me at the funeral celebration.

We were blessed to be able to spend many memorable occasions with Ishrat over these eight years. Our annual Christmas Dinner also happened to coincide with Ishrat’s birthday, so we were very fortunate to be able to spend this joyous occasion with her.

Below are some photographs of one of these memorable birthdays, celebrated at the December 6, 2011 Christmas Dinner:

Ishrat’s tenure with CIQS also coincided with the single largest event in the history of the Institute; namely, the 50th CIQS AGM in 2009. Her hard work during the 18 months of planning for this event was instrumental in the ultimate success achieved. The highlight of this AGM occasion was the President’s Dinner, which was held on Saturday, June 20, 2009.

In 2014, after eight wonderful years with CIQS, Ishrat decided it was time for her to retire and focus on other areas of enjoyment in her life. We held a retirement party for her later that year on December 5, where over 60 members and their families attended. Celebrating with Ishrat was her husband, Shamash and a surprise visit from her children, Suraiya and Karim, along with their spouses, Simon and Odelia.

A peaceful and enjoyable retirement, unfortunately, was not in Ishrat’s future, as her health began to deteriorate shortly after she stopped working at CIQS.
It was this failing health that prevented her from attending the 2016 CIQS Congress in June 2016, which was troubling for all of us, but especially Lois Metcalfe, as this event also doubled as her own Retirement Celebration.

Despite it all, Ishrat handled all of her many health challenges with grace and dignity. She will be remembered and missed by her many colleagues, family and friends.

The Winter 2014 edition of Construction Economist has a caption on the cover page with the title “A Farewell to Ishrat Alidina,” which recounted her retirement celebration with us. How ironic it is that only four short years later, we are now wishing her a final farewell.

At the funeral, I had a brief chat with one of Ishrat’s relatives who mentioned the notion of Ishrat leaving a wonderful legacy, which got me thinking…

The idea of leaving a legacy is the need or the desire to be remembered for what you have contributed to the world. In some cases, that contribution can be so special that the universe is unalterably changed. For most mere mortals walking this earth, however, they will leave a more modest legacy that does not necessarily change the world, but does leave a lasting footprint that will be remembered by those whose lives were touched.

The reality is that every single life leaves a legacy – that is not an option. The question is ‘What type of legacy do you want to leave?’

You see my friends, your family will have left in their hands primarily that which you pass on to them. They will be left with your legacy – good or bad – that is what they will have. And the legacy you leave will become the legacy they live and in turn will become the basis for the legacy they leave.

King Solomon, who is regarded as the wisest human being to walk this earth, is quoted as saying, “A good man leaves an inheritance for his children’s children.”

Some might read this and immediately think the reference is to material wealth and finances. I believe, however, he was speaking about a legacy – the extent to which your lasting impression was etched into our very minds during your time on earth.

In Ishrat’s case, her legacy is in the wonderful family she and Shamash have raised. Two children, Karim and Suraiya, of exceptionally high moral character, who will now both use their mother’s legacy as the basis for the ones they will ultimately leave.

Reputation is what people say about you on your tombstone; Legacy is what your children will live with for the rest of their lives.

“Carve your name on hearts, not tombstones. A legacy is etched into the minds of others and the stories they share about you.”

– Shannon L. Alder

Shamash, Ishrat, Graham and Pam Randall

Lois Metcalfe and Ishrat

Craig Bye and Ishrat

Lois Metcalfe and Ishrat

Ishrat and Arthur Hooker

A wonderful family (Simon, Suraiya, Ishrat, Shamash, Odelia, Karim)
Where did this Carillion thing come from?
Carillion PLC is another one of the largest companies that you will have never heard of until a few days ago. At best, you may have a vague recollection of seeing the name on the side of a truck as you hurtled along a highway. Today, it is headline news as yet another company that should be too big and too well-connected to fail... fails.

As I am in the unique position of being the only Licensed Insolvency Trustee and exam qualified Insolvency Practitioner in the both Canada and Britain, I have been asked to try and explain what is going on with the Carillion PLC in the UK, and what it may mean for the Canadian entity. Due to the size and complexity of the matter, the article has simplified some issues for both brevity and ease of understanding.

What is Carillion?
Carillion PLC is a publicly listed company on the London Stock Exchange, although it is temporarily suspended. Carillion PLC sits at the head of a number of companies, collectively known as the Carillion Group (Carillion). Carillion is headquartered in the UK, although it has arms in Canada, the Caribbean and in the Middle East in places such as Dubai, Abu Dhabi, Oman, etc.

Carillion was effectively a large construction company, the second largest in the UK. Being a construction company does not mean what it used to, and now involves providing facilities and services to public and private organizations. This can involve activities as diverse as maintaining or constructing highways and bridges, cleaning offices and hospitals, building stadiums, homes and offices, providing school meals, service stations or accommodation for military personnel. The list of activities is almost endless, but it always involves some type of infrastructure activity that would have been performed by governments in past generations.

The two big questions:
1. What will be the outcome in UK and Canada?
2. How can such a large international company, diversified across continents with differing government contracts, become insolvent?

What will be the outcome?
The UK
The outcome in the UK is already known due to the type of insolvency mechanism used. It is a liquidation, which means that this is not a restructuring and Carillion will not re-emerge having shed some debt. Carillion is going out of business, and its shareholders will not see a penny. It is likely that some viable business elements of Carillion will be sold to other companies, but Carillion, as a whole, is gone.

Jobs will be lost, and the threat to other small businesses that supplied Carillion is grave. Even though several UK banks have created funds to support small businesses, this support cannot mask the underlying problem that revenue will be reduced, and it will take time for the lost revenue to be replaced. Whilst the assets of Carillion are liquidated and funds realized, there will be no quick payment, if any, to Carillion’s small business creditors for amounts owed. Larger creditors with security over assets should fare better. For ongoing projects that the government has elected to fund to completion, then cash on demand payments may be made for...
critical supplies. It is also possible that competitors who purchase some of Carillion's operations in due course may continue with the small business suppliers, but they will already have their own suppliers in place.

**Domino effect**
The domino effect will be twice felt. Once, as individuals lose their jobs, their spending will be reduced which particularly affects local businesses. It is expected that many small businesses that relied upon Carillion purchases for profitability will cease to trade.

In the UK, once a company ought to be known to be insolvent, then directors bear personal liability for ongoing losses. Carillion suppliers will quickly have to find replacement customers or else they will make losses. Thus, there is no appetite for companies to trade out of insolvency, and numerous companies will cease to trade because of Carillion’s collapse.

As the UK government struggles to determine which infrastructure projects should be completed, this will add to the uncertainty regarding the economy because the Brexit deal is not yet settled. Uncertainty means that risks are higher, and the markets will dictate higher costs for new and ongoing projects. As such, future infrastructure projects may be delayed or cancelled, with a spiraling effect upon the economy. That is a worst-case scenario, but as noted above, with the government making the policy decisions on Carillion’s liquidation, the government will seek to limit the damage that may reverberate.

**What does this mean to Canada?**
In terms of Carillion Canada, its future depends on its exposure to the whole Carillion group, whether this be in the way of inter-company loans or guarantees of some sort. Its future may also depend upon the support that federal and provincial governments provide. The support may be to protect Carillion Canada itself or the workforce (together with their pensions) and it can take many forms, not the least of which would be to continue entering into medium and long-term contracts. However, if the exposure to the Carillion group is significant, any support may be futile. One thing is certain; the Official Receiver in the UK will seek to get the greatest return to UK shores from Carillion’s overseas group.

The level of exposure of Carillion Canada is not clear yet, and again this means that uncertainty has now entered its market. It is not known what funds may be removed from Canadian operations, and whether this could ultimately reduce it to illiquidity. The cost of financing its projects should also rise because the perception will be that there is increased risk to dealing with an entity that may be brought down in due course. In addition, other than the government seeking to provide more projects as support, other possible customers may be scared away because they want to know that their projects will be completed. Politicians may also be scared away from allocating contracts through their departments because if a failure occurs, even if through no fault of Carillion Canada's operations, the politician will not want to be seen as one who promoted a risky project. As such, the dangers are high to Carillion Canada because of the uncertainty.

As for creditors, they will want to reduce their exposure and will be diligent in acting to collect amounts owed. They may also decline to continue supplying, figuring that it is better to take a reduced profit than a bigger loss in due course. There may be competing interests between creditors, and they will each seek to put themselves at the head of any possible recovery. Such creditors will not permit minor events of default to be waived, and it can be anticipated that they will seek to enforce as soon as possible in order to limit their potential losses. Replacing expiring finance will be tough and can be expected to be at higher rates. As such, Carillion Canada has a hard task to ensure that the market maintains confidence in its ability to continue long-term operations. It is not impossible, but during these unclear times, it is difficult.

Carillion Canada acted to remove the uncertainty regarding its immediate future and filed for creditor protection on January 25, 2018 under the provisions of the Companies’ Creditors Arrangement Act (CCAA). Existing management remain in place to operate the company and the filing provided Carillion Canada
with a stay of proceedings against creditors’ actions for an initial 30 days, which can be extended. The use of the CCAA permits Carillion Canada to designate certain creditors as ‘critical suppliers’ to ongoing operations and a court can force such a critical supplier to continue service.

How can the UK impact Canada?
If the Official Receiver in the UK decides that it will take action regarding Carillion Canada, then liaison between the UK and Canada jurisdictions could actually be comparatively straightforward because both have signed on to the Model Law on Cross-Border Insolvency (Model Law) developed by the United Nations Commission on International Trade Law (UNCITRAL);

The Model Law seeks to promote international cooperation in cross-border insolvency in three major ways:
• setting a framework for the courts to coordinate and cooperate with each other;
• limiting the scope of local bankruptcy proceedings when foreign proceedings have commenced; and
• granting local relief to foreign representatives.
The Official Receiver in the UK could seek to appoint a foreign representative in Canada who has standing to continue or begin proceedings. Usually, this standing could enable the foreign representative to appoint receivers, but as Carillion Canada has already entered insolvency proceedings, the foreign representative options are somewhat limited.

Any relief granted to foreign representatives is not intended to be an automatic acquiescence to foreign laws. Laws governing environmental, tax, foreign exchange, pension protection and insurance requirements vary greatly from country to country and these cannot be flouted by relief granted to foreign representatives. One cannot exempt oneself from laws in a country on the basis that operational headquarters are located elsewhere. The Model Law contains a general public policy exemption so that courts need not make an order if it is ‘manifestly contrary to a public policy’ of that country.

Realization and priorities
If Carillion overseas assets are to be realized, then the best return will be if Carillion Canada can be shown to be profitable within its own sphere of operations and acquired as a going concern by another contractor. Such a realization required some form of insolvency protection in order to give Carillion Canada some stability during any negotiations.

Then we enter the most contentious area in international insolvency, that of priority – who receives what allocation and when. There are rules to ensure that all creditors receive equitable treatment and share distributions from an insolvent estate equally, as per their priority ranking. A distribution to creditors being calculated in a home jurisdiction must take account of other payments made in respect of the same claims in foreign jurisdictions, to ensure all creditors in a class receive an equivalent distribution.

There are great differences within the various insolvency regimes themselves, and even priorities supposedly established over many years can suddenly be reversed upon an unexpected judicial decision. Not only is one then competing between jurisdictions, but one also has to consider the established priority of claims within a domestic environment before seeking foreign recognition. Watch out for the ‘Hotchpot’ Rule, which is another topic worthy of exploration at a later date.

A priority ranking entitlement may be fought between governments, employees, company pensioners, secured creditors, trade creditors, bond holders. Suffice to say, it is beyond the capacity of this article to review all the differing entitlements by jurisdiction.

So even though there is a mechanism for the Canadian and UK jurisdictions to deal with each other, given the amounts in play and recent history on cross-border insolvencies, I would not bet on straightforward solutions being implemented.

Explaining how a large multi-national company goes bust
How did a large international company such as Carillion, which was diversified across continents with differing government contracts, become insolvent?

There are always several forces in play, and the Carillions of this world will continue to operate just as long as more government contracts keep rolling in. Failures cannot simply be ascribed to ‘the economy.’ In no particular order, the forces bringing down large companies with government contracts include government budgets, government ideologies and profits.

To understand how a large multi-national goes bust, one must look at how governments substantially provide infrastructure nowadays and the associated risks with their methods.

Budgets
The old maxim, live within your means (or at worst, do not spend more than you have available in liquid funds) seems to have been forsaken by many, if not most, governments with supposed free market economies in recent years. Government economic policies have been called everything except what they actually are; overspending.

You will recognize the terms; stimulus, investment, support for a troubled industry, support for a troubled region, infrastructure dividends, budget variances, realizing asset values, etc., etc. These euphemisms get worse in election years, and when there is no economic logic, then governments resort to the phrase ‘it is the right thing to do.’ To be fair, a democratically elected government is absolutely free to overspend, and sometimes economic necessities demand it in the short term, but there should also be a corresponding plan about how to recover, before the overspend occurs.

Public Private Partnership projects or P3s
In recent decades governments have therefore sought ways to provide infrastructure renewal and maintenance, but without the ongoing overhead of the government publicly employing huge numbers of unionized workers. Publicly employed workers often also come with additional long-term costs of defined benefit pensions. These pensions will continually, and exponentially, rise as the number of pensioners grows, cost of living increases are applied and ex-employees live longer.
To provide infrastructure without a huge embedded government operation, governments landed on ‘Public Private Partnership projects,’ also known as P3s.

In a P3, the government contracts a private party, to provide a public service or project, and the private party assumes all the financial, technical and operational risks. The risks to the private party are substantial, but as with all risk, the rewards can also be substantial. Due to the size and nature of the contracts, competition can be scarce.

Governments benefit because they do not have to carry the cost of financing the infrastructure, nor the cost of countless public-sector employees, and when contracts are put out for transparent real tenders, the government can be said to be getting the best possible deal. The contractor will be required to provide the finance to conduct a project, albeit often with government guarantees. Government therefore does not have to carry the full cost of financing infrastructure ahead of its delivery.

**Ideology**

Governments have also taken to social engineering society by the adoption of particular projects, or of certain contractual terms, that add cost and time to the completion of the contract. Again, let me be clear, a democratically elected government is at liberty to impose such terms because they have a mandate from the electorate. Examples of these additional terms are too numerous to list in this article, but some demands that have now become standard would amaze many people. These additional terms can be extremely onerous, but the government can claim to be passing the cost of these on to private corporations, rather than to the taxpayer directly, and the terms are supposed to be for the greater benefit of society. A government’s attribution of cost can be discussed elsewhere at length in other politico-economic forums.

Failure to comply with the contract terms, including the ideological clauses and target dates, can result in heavy fines to the private contractor, thus recovering funds for the governments, or political allies. The last US administration actually directed some large fines to politically aligned non-profit organizations that were not even stakeholders to the projects in question, and therefore did not recover funds for the taxpayer.

**Profits**

Nonetheless, contractors line up to bid on government projects because there are lots of the projects, the projects can last for several years and many of them are for large sums of money. Given the volume of the projects available, and promise of more projects, the profit margins may be relatively thin even if the price is for a large sum and all terms are complied with and the delivery date met.

As noted above, the size and nature of the projects can limit the number of possible contractors and some governments will attempt to spread the work around so that all contractors stay in business and the governments are not reduced to dual or single suppliers. This avoids the political fall-out from being seen to drive a company into insolvency with the consequent loss of jobs (as is happening to the UK government because of the Carillion liquidation). A larger number of available suppliers also mean that a government should be able to drive a better bargain.

The limited pool of contractors capable of providing a service of the size required by many government infrastructure projects therefore require a continuing and increasing body of work. Just as long as a contractor continues to receive additional projects, at slightly increasing prices, then it will continue to operate and be able to pay the costs of its on-going operations. As soon as there is a slow-down in infrastructure spending, project allocation or in project winning, then the drop in profits is relatively rapid.

**Musical chairs**

If infrastructure projects are reduced, then it becomes a game of musical chairs with each contractor bidding lower and lower for the fewer available projects. In the end, the hope is that a competitor will be knocked out before the contractor expends all its reserves, and suddenly there will enough chairs for everyone again.

*Carillion did not maintain a high enough level of new and profitable infrastructure projects, and therefore, they are now insolvent.*

The governments’ budgets were not sufficient to provide Carillion with sufficient new contracts. The additional terms limited its profits on many projects, and Carillion’s reserves were insufficient because past profits had already been dissipated, whether by losses or dividends.

Thus, we come full circle and the three forces have ensured Carillion’s failure.

- Government budgets determine what projects are to be contracted for in the next budget, and the amounts allocated.
- Government ideologies add costs and limitations to the contractor’s operations.
- Profits – Contractors are accountable to their owners, the shareholders. Shareholders invest for profit and/or capital, and increasing company profits are what they demand. Increasing profits are required for rising dividends and share prices. Without the three forces in harmony, insolvency will ensue.

**About the author**

Michael N. W. Baigel
FCA (UK), FIPA, CIRP, LIT
Michael is the President of Baigel Corp. in Toronto. Michael provides creative corporate recovery expertise gained from his experience of rescuing hundreds of businesses over three decades in both Canada and the UK. Saving businesses, jobs and families drives him on. Michael is a federally Licensed Insolvency Trustee in Canada; a Chartered Insolvency and Restructuring Professional, Canada; a Fellow of the Chartered Accountants in England & Wales; a Fellow of the Insolvency Practitioners Association (UK) and has a BA (Honours) degree in Economics. Outside of work, Michael’s passion is soccer, and particularly Manchester United.
The power of visual documentation

The CIQS Prairies and NWT Chapter Region for Calgary recently hosted a dinner meeting in January to listen to a presentation about a more effective and efficient visual document management technology that will assist individuals tasked with undertaking progress mortgage monitoring, change order evaluation and schedule impact delay analysis. Multivista is a leading global provider of documentation and software services for the construction industry with strategic partners and integrations such as Leica Geosystems, Autodesk Matterport, Procore, DJI, DroneDeploy and e-Builder.

Mr. Christopher Vance, Sr. Regional Partner of Multivista, has worked directly on projects of all sizes and segments and with many of the largest contracting firms and owners of construction projects across Western Canada and the US ranging from 400 to 100 Million SF. Following the presentation and discussion, Mr. Vance was interviewed by Mr. Jerry Crawford, Chapter representative for CIQS PNWT, to determine the strategic value of having access to the technology for industry application.

Q1. Could you give us a brief perspective on the company in terms of origin history, the number of projects and overall combined square footage of projects involving Multivista over the last 15 years?

A1. Multivista was born in West Vancouver, BC, by an electrician who wanted to create a better record of his installations prior to being covered-up. This started back in 2003. The model was very simple - capture ‘as-built’ conditions of all rough-in systems prior to insulation and drywall applications and permanently index them on digital drawings by location and date. This construction tool quickly gained traction among custom home builders in the market, myself and my business partner included. Fast forward 15 years, Multivista is now operating in over 75 international locations, has been contracted on more than 50,000 projects totaling over 2.5 billion SF of construction, and has captured a quarter of a billion images. We provide advanced data and reality capture services as well as sharing and distribution software solutions for all verticals of construction.

Q2. Could you provide some insight about the client user group size and the diversity of the user base engaged utilizing the technology platform?

A2. On average, there are over 1,200 unique users accessing our system each day, which represents an increase of 20% from this time last year. Currently there are over 115k active users in our system. Multivista contracts with developers, owners, owner’s reps, general contractors, construction managers, sub-contractors, facilities management, commissioning agents, architects, engineers, lawyers, insurance companies, lenders; really any firm or group which will touch a project during its full life cycle. Multivista is used by nearly 20,000 unique companies.

Q3. What would you say are two key features and benefits users are hoping to realize by the adoption of this platform of technology?

A3. Our clients are procuring our services to mitigate risk and to increase productivity and profitability throughout the full life cycle of the project. With that being said, an owner will understand the value and use this visual record differently than an architect or GC. Each person or firm involved in the project will have a different approach to risk mitigation, productivity, quality management, knowledge loss, processes, facilities management, etc. My strategy in business development is to develop a customized documentation solution which mitigates risk and drives productivity in my client’s business.

Q4. As professionals, many of us are saddled with information overload already trying to process and manage too much data in complex cloud environments. Could you provide some perspective to a Professional Quantity Surveyor regarding how much training reasonably needs to be undertaken to be efficient at working with your technology?

A4. Our delivery platform has always been centralized around intuitive workflows with simple, on demand navigation and access. In four clicks of an icon or mouse, a user can assess one specific piece of data, amongst millions of items from anywhere in world; via mobile or desktop. Our ‘boots on the ground’ service and distribution model provides us with the opportunity to connect directly with our clients for system training and trade specific work flows. This direct connection enables us to work closely with our user base to ensure that efficient and value driven workflows are realized. We also have an in depth, easy to access, inline support system complete with training videos, navigation cheat sheets and written content.

Q5. Knowing what you do for our profession, where do you see the most applicable use of the technology and why?

A5. In pre-construction, QS professionals help to identify risk and establish a reasonable contingency for the owner to carry during construction. When Multivista is procured during construction by an ownership group, one of the main reasons for buying is to create a historical record to be used to verify that the building is built according to specification and design. This comprehensive indexed data set helps to validate and protect against cost overruns and is used for elevating the quality management programs and response times for change events. Engaging Multivista prior to or during construction is a proactive risk management step to help preserve the contingency. The same can be said for risk management. Once various construction risks have been identified during pre-construction, Multivista is activated as a mitigation and management strategy.
Long incubation periods from conception to ground breaking can also be a stage where Multivista’s complete build records can be utilized. This would require the client/users to have access to previously documented projects. Pulling relevant and accurate data from past builds assists in planning, provides the ability to draw comparisons and to learn from and analyze the building process; design, schedule, and overall project performance. Consider the Multivista service as an encyclopedia of how, when and where a project got built.

Progress monitoring and change order management during construction are two specific elements where QS professionals are often inundated with incomplete data, too much data, or poor data. During the procurement or deployment phase of the Multivista service, we establish a progressive and milestone driven documentation strategy to provide complete, relevant and on-demand data for our clients and their consultants to leverage. We are third party, so our data is unbiased. Our methodologies for capturing the project ensure that every wall, ceiling, in-slab system, utilities, and building envelope detail are documented throughout construction. This provides the ability to validate work that is complete, but just as important, work that is not complete. The organization of the data allows our clients to go back in time, from any location, revealing the full history of installations or construction progress of areas.

With the rapid development of technology, governments, healthcare and educational institutions, multinational developers, and other large organizations that maintain and manage billion-dollar portfolios are more likely to engage QS professionals during the operational period of a project. Audits and assessments, renewals and renovations, and deferred maintenance all pose a level of risk to an owner. Activating data and reality capture solutions, both during and post construction, limits this exposure.

Q6. Can you tell us about your experience working with EPC or other clients using your technology for project budgeting or cost controls? (The energy industry uses that term for cost control)

A6. Depending on project type, 10%-30% of errors are unknowingly built into a project. This is directly tied to rework, which accounts for hundreds of billions of dollars of waste in North America alone. As the physical reality of a project often differs from design, project teams are often left making decisions based on minimal and incomplete data.

In renewal and renovation projects there are many unforeseen and unknown conditions of the existing building or infrastructure. The inability to respond quickly and catch errors and omissions during construction results in high levels of rework. The lack of transparency and accountability in communications, management, and construction processes can create huge cost overruns and result in a massive knowledge loss at project delivery. Our energy and industrial clients are very proactive in their approach to cost control as they are typically focused on the entire life cycle of a project. Advanced data capture solutions, like Multivista, help them to streamline communications, hold contractors and sub-contractors accountable for their work and rework, monitor progress efficiently and plan for future operations, maintenance and redevelopment of their projects.

Q7. Where do you see the future growth of AI as it relates to the current technology impacting our profession?

A7. The first thing to look at is as-designed vs. as-built conditions. The initial schedule and budget are developed from the initial design and project scope. Rework, RFI’s change events, delays, etc. are not reasonably accounted for during the planning phase of a project. As-built conditions, which are typically different from the as-designed conditions, are directly tied to many of these items such as rework, RFI’s, etc.

The introduction and use of AI in the construction industry will first require the project to deploy advanced data and reality capture solutions. This means, all components, wall and ceilings are geo-referenced, digitalized and instrumented. Once there is a database of information that can be connected to the IOT (internet of things), AI technologies can then be implemented.

Consider having the ability to progressively capture as-built conditions of a project, including installations, structure and systems. These would be presented in real time to the project team. These records would be highly accurate and would replace traditional 2D as-builts. Merging the original design model (BIM) into the same ecosystem would provide the opportunity to then compare and analyze as-designed vs. as-built. Automating construction processes like clash and deviation detection is then possible. By then introducing cost and schedule into this environment, AI technologies will then be able to assess and analyze risk, monitor progress, revise schedules and manage budget. This is a complete transformation of the QMP (quality management plan/program) for a project. We are pleased to be working closely with our industry partners and clients to develop new technologies.
FULLY CAPTURED, TOTALLY COVERED
Industry-Leading Visual Construction Documentation

7 COUNTRIES

75+ MARKETS

2.5+ BILLION SF COVERED

¼ BILLION IMAGES CAPTURED

50,000+ PROJECTS CAPTURED

www.multivista.com • info@multivista.com
Changes in family life and relationships

In Part I of Estate Planning – Regular Check-Ups Required!, we discussed how changes in your assets may require that you review and revise your estate planning documents.

As a general rule of thumb, we suggested that if your estate planning documents are more than three to five years old, it is time to review and update them.

One of the most important reasons to consider updating your estate planning is if you have experienced a change in family life and relationships. Major life events including births, adoptions, marriages and deaths all call out for a review of your Will.

If you are an Ontario resident, your own marriage revokes your Will so it is a MUST to revisit your Will prior to marriage.

The persons named to have custody of your children may no longer be appropriate either because they are no longer a good fit or because your children have grown. Your children may be old enough to become the executors and they may be old enough to receive gifts outright instead of in a trust.

The marriage of your children, birth of grandchildren and death of family members all may require a change to your Will. You may want to include new members of the family, you may want to ensure that children of deceased family members receive the gift their parent would have received, and you may need to provide a special trust for a disabled beneficiary.

Re-visiting your Will is necessary if you move out of the jurisdiction since the law respecting Wills is different in each jurisdiction (each province and each country) as is the applicable law regarding estate tax, income tax and probate process. Your Will may not be valid in the new jurisdiction. In addition, a beneficiary who moves to another jurisdiction may be detrimentally affected both from a tax reporting requirement and income tax perspective. Your estate may be detrimentally affected if your executors move and are not resident in Canada when they administer your estate.

Your relationships with people named in your Will may also have changed requiring an update of your Will. Your executors may no longer be appropriate due to age or retirement. Gifts made to friends and relatives may no longer be appropriate if the friendships have become distant or new friends and family have entered your life. You may have developed a relationship with a charity or cause that you now want to benefit.

The same considerations apply to the attorneys appointed under your powers of attorney for property and for personal care.

Stay tuned for the next instalment of reasons to update your Estate Planning.

“One of the most important reasons to consider updating your estate planning is if you have experienced a change in family life and relationships.”

About the author
Mary Wahbi, JD, TEP is a partner at Fogler Rubinoff LLP and a member of the Advisory Committee of Wellspring. Her practice focuses on estate planning, estate administration, corporate reorganizations and business succession planning.
Representatives of the CIQS Prairies and NWT Chapter participated in the annual ‘Design and Construction Trends Analysis Committee’ held at the Calgary Telus Convention Centre on January 25, 2018. Representatives from the CIQS included Roger Ward (Chapter Advocate), Jerry Crawford (Chapter Representative). The event participants from the public and private sector included Alberta Health Services, Alberta Infrastructure, Alberta Roadbuilders, Alberta Transportation, The City of Calgary, The City of Edmonton, Consulting Engineers of Alberta, several Contractors and the CIQS. The forum panel looked at several issues including but not limited to the following: the economic outlook for Calgary and Edmonton, procurement and tendering, labour market conditions, supply chain management issues and facilities maintenance.

Several observations were captured; both good and bad from the floor. While the Alberta economy is slowly rebounding from the 2014-2015 energy collapse, economic forces continue to impact the construction procurement process and delivery of projects with dire consequences. Some of the comments from the stakeholders are as follows:

- Traditionally larger contracting firms are targeting smaller projects under $5,000,000
- Un-prequalified bidders are continuing to drive down costs below reasonable tender prices
- The movement towards electronic tendering in the public-sector procurement will continue
- Currently Calgary has a surplus of 8,000 unoccupied residential condo units
- Labour shortages of good tradesmen persist as some workers have returned to BC or ON
- Formwork rates are at a 10 year low across the province on all projects types
- Most projects are receiving 10 bidders or more on average with 12 bidders on some projects
- Owners should choose wisely on bidder selection & avoid the risk associated with the low bid
- Capital investment in the food processing and cannabis industry has been strong
- Prompt payment discussion is also becoming a central theme gaining more attention

### Design and Construction Trends Analysis Committee

- Revitalization of the downtown Edmonton core on the private sector level continues
- Alberta is now coming to grips with accommodating an aging population
- Infrastructure investment decisions must also focus on the longer term operating costs
- The global trend in contracting towards higher volumes and lower margins is emerging
- Due to tight operating margins, projects are at risk of poor performance and low quality
- Project liens are becoming more problematic with a 200% increase in the last 12 months
- Procurement processes that introduce liquidated damages yield counter-productive results

---

**Membership fees and policies for the April 1, 2018 – March 31, 2019 membership year have been reviewed and approved.** Invoices have been sent electronically to all designation holders in February 2018. Please note the changes to membership fee policies and deadlines on your invoice and other membership renewal communications.

- **Membership fees are due March 31, 2018**
- Total payment is due upon receipt of the invoice
- This invoice is for the CIQS membership period of April 1, 2018 to March 31, 2019
- **A late fee** of $50.00 + tax will be automatically applied to payments received after 11:59 p.m. (PST) on March 31, 2018
- Your official receipt and membership card will be available to you online via a link in your email confirmation
- Your CIQS Membership will be automatically terminated if payment is not received by 11:59 p.m. (PST) on **May 31, 2018**

**It is important to note:**

- That a Designation Holder who has been terminated for non-payment of their annual fee shall not apply to themselves the letters of, or hold themselves out as a Professional Quantity Surveyor (PQS), Construction Estimator Certified (CEC), Associate Member, or Retired Member of the Institute, and in the case of Professional Quantity Surveyors and Construction Estimator Certified, return their Certificate of membership along with their stamp and/or seal to the Institute.
- Terminated Designation Holders are also subject to a reinstatement fee of $200.00 (plus tax) plus the annual fee for the current year.
- Professional Quantity Surveyors who have been terminated for more than three years must rewrite the TPE Practice Problem in addition to paying the applicable reinstatement fees.
Vanessa Stol – CIQS’ new Administrative Assistant
Vanessa Stol is a new Administrative Assistant at CIQS. She graduated from the University of Ottawa and has experience working in human resources for the Canadian federal government. Vanessa will be responsible for administrative support for the Affiliates and National.
Vanessa may be reached at admin@ciqs.org; 905-477-0008; toll free 1-866-345-1168.

Vanessa Stol – une nouvelle adjointe administrative à l’ICÉC
Vanessa Stol est une nouvelle adjointe administrative à l’ICÉC. Elle est diplômée de l’Université d’Ottawa et a travaillé en ressources humaines pour le gouvernement fédéral du Canada. Vanessa sera responsable du support administratif pour les associations affiliées et le national.
Vous pouvez contacter Vanessa à l’adresse admin@ciqs.org; ou au (905) 477-0008; sans-frais 1-866-345-1168.

CIQS Awards
Congratulations are extended to Jericho Maglalang of CIQS – Prairies & NWT, Jamie MacGillivray of CIQS – Maritimes, Jian Yang of CIQS – Prairies & NWT, and Karl Goodwin of CIQS – British Columbia who were awarded the 2017 Awards. Jericho and Jamie both received the Frank Helyar Memorial Award for receiving the highest mark in Subject #302 Measurement of Construction Works – Practical Examination. Karl Goodwin received the Buster Vermeulen Memorial Award for receiving the highest mark in Subject 308 Cost Planning. Jian Yang received the Graham Randall Award for the highest mark in Subject #303 Pricing and Bidding Procedures. All recipients receive $500 plus a certificate of achievement.

The CIQS Award Fund operates on donations and continues to grow due to the generosity of Designation Holders and firms. For more information on the CIQS Awards or to make a donation, please contact Sheila Lennon at execdir@ciqs.org.
Life cycle costing revealed
A clear picture for the building owner

Introduction
Usually our first involvement on a construction project (and perhaps only commission) with a client is undertaking a capital cost estimate and often does not go much further than that unless it is a government organization or under a Public Private Partnership delivery model which includes the operations and maintenance scope. So, why is this? There is a disconnect between a client’s understanding of the full costs of a building and fully appreciating that a building is not just for the opening ceremony or topping out. The building only begins its life when the contractor leaves. There has been a move from building structures with limited life expectancies and the focus now is on loose fit architecture and designing buildings for change, and the ability to change over time. Hence, it makes sense that the long-term costs of owning and operating a building should be considered.

Defining ‘whole life-cycle costs’
The terms whole life cycle costs, life cycle costs and costs-in-use are often used interchangeably by many in our industry. However, there are clear differences, shown by the below:

To produce a whole life cycle cost model for a client, one must consider ALL costs for the facility, which includes a consideration of the client’s core business and ancillary activities. For example, if a hospital facility were to be considered, non-construction costs would include the reception, helpdesk, post, IT, catering, vending, equipment, furniture, internal plants, stationary, refuse collection, caretaking, security, grounds keeping and importantly salaries for both core and non-core business activities. Income from health services provided to patients would be included under income. It should be noted that there would also be other non-core business income generated from say parking revenue if an external third party has not been appointed to manage the parking facilities.

Life cycle costing does not include non-construction costs and income generated, but is limited to the hard fabric, the building. Construction costs are the capital costs and start from Year 0 of the life of the building and is what clients would be most familiar with. End of life costs would be the residual value on the building, should it be demolished or the end of the assessment period (in case of P3 projects, where it is likely to be 25 to 30 years). Operation costs include things such as cleaning, changing of air filters and light bulbs. The core of what people and clients understand to be ‘life cycle costs’ are maintenance costs include which major and minor replacement such as door and hardware replacement.

The final consideration within whole life cycle costs are environmental - energy and utility costs which would be the gas, electricity and water bills, and potential income e.g. energy generated by PV panels through net metering.

Understanding the whole life cycle definition enables quantity surveyors to provide clients with the long term costs picture they often require.
Life cycle costs vs life cycle assessment
Life cycle assessment differs from life cycle costs in that it is not an environmental assessment, but a technique of assessing the environmental impact of a building components’ life. The technique incorporates an assessment of the embodied and operational carbon emissions of a building components’ life through its entire life cycle from when it is extracted, processed, manufactured, transported, used for incorporation into a building and the operations, and maintenance phases.

To truly identify the impacts of a building, both an economic and an environmental impact should be considered to give a client a full picture of their building and to fully address all their value drivers which may include sustainability consciousness.

Life cycle costing as a service provided by quantity surveyors
Quantity surveyors are best placed to advise clients on life cycle costing and even life cycle assessments. The first step is to establish the client’s objectives and what their value drivers are. Life cycle cost models can be used for cost option appraisal e.g. comparison of different cladding systems or floor finishes. Most commonly, life cycle models are established as a long-term cash flow for P3 shadow bid estimates or supporting the P3 consortium in submitting a competitive, but robust bid. For DBFMO (Design, Build, Finance, Maintain and Operate) P3 delivery model, much of the risk is in the 25 to 30-year period of operating a facility to its maximum value, and ensuring hand-back requirements are met, hence, it requires a skilled quantity surveyor with the relevant expertise and experience to develop the model.

In consulting with client, his value drivers will feature prominently e.g. a speculative developer will be focused on quick sales and return on investment, hence life cycle costing will not be important unless it is an attractive prospect for a buyer. On the other hand, an owner occupier would greatly benefit from a life cycle cost model to develop a robust contingency reserve fund for future maintenance and/or operations costs.

“Life cycle costing is a valuable costing tool which could highly benefit clients and is greatly underused.”

Life cycle costing can be undertaken through all stages of the design process, and it would be most beneficial as with capital costs to make any decisions on components at the inception stage. With early planning, optimal decisions can be made both in terms of costs and operational efficiency i.e. maintenance regimes and replacement cycles which could impact the smooth running of a facility if needed too frequently.

At conceptual stage, life cycle costs are provided as single rates estimates; i.e. a rate per square foot per annum based on a gross floor area. However, as the design progresses and components specifications are known, a more detailed model can be built up. The outcome would be an expenditure profile over the required assessment period, which can be and would be most beneficial to be updated on a three-yearly basis. A life cycle model can be produced at real costs (which most clients currently request) or as a net present value (NPV) in which case, an appropriate discount rate would need to be determined.

Conclusion
Life cycle costing is a valuable costing tool which could highly benefit clients and is greatly underused. Currently, most commissions are with government and with P3 bids. One of the main reasons for this is probably a lack of understanding of the service and that the long-term costs can far outweigh the initial costs invested. As quantity surveyors, we are best placed to support clients on making informed decisions on the life time costs of a building.

About the author
Angela Lai, FRICS, PQS, LEED AP O+M is a Partner with Core Two, a property and construction cost consultancy locally based in Vancouver, BC and is on the instructing team for Passive House Canada. Angela has over 18 years’ experience in the construction and development industry spanning South Africa, the UK and Canada. Angela’s experience is diverse having worked as both as a cost manager, loan monitor and a management consultant, and has specialist expertise in life cycle cost modelling. She is the current past President of CIQS-BC, past Director for the CIQS National Board and Vice Chair of RICS-BC. In addition, Angela also teaches at BCIT and is the instructor for the newly launched RICS QS in Americas Foundation course.
<table>
<thead>
<tr>
<th>Company</th>
<th>Page</th>
<th>Phone #</th>
<th>Website/E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjudico Inc.</td>
<td>4</td>
<td>905-829-4000</td>
<td><a href="http://www.adjudicoinc.ca">www.adjudicoinc.ca</a></td>
</tr>
<tr>
<td>A.W. Hooker Associates Ltd. Quantity Surveyors/Cost Consultants</td>
<td>3</td>
<td>905-823-8111</td>
<td><a href="http://www.awhooker.com">www.awhooker.com</a></td>
</tr>
<tr>
<td>Bisceglia &amp; Associates</td>
<td>17</td>
<td>905-695-5200</td>
<td><a href="http://www.awtoronto.com">www.awtoronto.com</a></td>
</tr>
<tr>
<td>ConEcon Consultants</td>
<td>13</td>
<td>604-522-8970</td>
<td><a href="http://www.conecon.ca">www.conecon.ca</a></td>
</tr>
<tr>
<td>Exactal</td>
<td>2</td>
<td>512-768-8111</td>
<td><a href="http://www.exactal.com">www.exactal.com</a></td>
</tr>
<tr>
<td>Finnegans Marshall Inc.</td>
<td>7</td>
<td>416-929-0006</td>
<td><a href="http://www.finneganmarshall.com">www.finneganmarshall.com</a></td>
</tr>
<tr>
<td>George Brown College</td>
<td>40</td>
<td>800-265-2002</td>
<td><a href="http://www.coned.georgebrown.ca">www.coned.georgebrown.ca</a></td>
</tr>
<tr>
<td>Goldman Sloan Nash &amp; Haber LLP</td>
<td>16</td>
<td>416-597-9922</td>
<td><a href="http://www.gsnh.com">www.gsnh.com</a></td>
</tr>
<tr>
<td>Lakeland Consulting Inc.</td>
<td>19</td>
<td>905 829 4000</td>
<td><a href="http://www.lakelandconsulting.com">www.lakelandconsulting.com</a></td>
</tr>
<tr>
<td>LCO Construction and Management</td>
<td>39</td>
<td>514-846-8914</td>
<td><a href="http://www.lcogroup.com">www.lcogroup.com</a></td>
</tr>
<tr>
<td>Macogep</td>
<td>19</td>
<td>514-223-9001</td>
<td><a href="http://www.macogep.com">www.macogep.com</a></td>
</tr>
<tr>
<td>Multivista</td>
<td>32</td>
<td>888-811-8477</td>
<td><a href="http://www.multivista.com">www.multivista.com</a></td>
</tr>
<tr>
<td>Ontario General Contractors Association</td>
<td>21</td>
<td>905-671-3969</td>
<td><a href="http://www.ogca.ca">www.ogca.ca</a></td>
</tr>
<tr>
<td>Pelican Woodcliff Inc.</td>
<td>3</td>
<td>905-889-9996</td>
<td><a href="http://www.pelicanwoodcliff.com">www.pelicanwoodcliff.com</a></td>
</tr>
<tr>
<td>QS Online Cost Consultants Inc.</td>
<td>37</td>
<td>902 405 1504</td>
<td><a href="http://www.qsonlinecostconsultants.com">www.qsonlinecostconsultants.com</a></td>
</tr>
<tr>
<td>QSM – Mechanical Quantity Surveying</td>
<td>23</td>
<td>416-949-8540</td>
<td><a href="http://www.qsmcon.ca">www.qsmcon.ca</a></td>
</tr>
<tr>
<td>TD Insurance</td>
<td>39</td>
<td>866-269-1371</td>
<td><a href="http://www.melochemonnex.com">www.melochemonnex.com</a></td>
</tr>
<tr>
<td>Vertigraph, Inc.</td>
<td>7</td>
<td>800-989-4243</td>
<td><a href="http://www.vertigraph.com">www.vertigraph.com</a></td>
</tr>
</tbody>
</table>

Editor’s Special – from memory lane

CIQS History – From our archives

In February 1969, the Cipher (the previous name of Construction Economist) published the following:

How to kill an association in 13 easy steps:
- Stay away from meetings.
- If you do come, find fault.
- Decline office or appointment to a committee.
- Get sore if you aren’t nominated or appointed.
- After you are named, don’t attend board or committee meetings.
- If you get to one, despite your better judgement, clam up until it’s over. Then sound off on how things really should be done.
- Do not work if you can help it. When the ‘Old Reliables’ pitch in, accuse them of being a clique.
- Oppose all banquets, parties and shindigs as being a waste of the members’ money.
- If everything is strictly business, complain that the meetings are dull and the officers a bunch of old sticks.
- Never accept a place at the head table.
- If you aren’t asked to sit there, threaten to resign because you are not appreciated.
- Don’t rush to pay your dues. Let the directors sweat; after all, they wrote the budget.
- Read mail from headquarters only now and then; don’t reply if you can help it.
Get more out of your benefits.

As a Canadian Institute of Quantity Surveyors Designation Holder, you have access to the TD Insurance Meloche Monnex program. This means you can get preferred insurance rates on a wide range of home and car coverage that can be customized for your needs.

For over 65 years, TD Insurance has been helping Canadians find quality home and car insurance solutions.

Feel confident your home and car coverage fits your needs. Get a quote now.

HOME | CAR

You could save big* when you combine your designation holder preferred rates and bundle your home and car insurance.

Get a quote and see how much you could save!
Call 1-866-296-0888
Or, go to tdinsurance.com/ciqs

The TD Insurance Meloche Monnex program is underwritten by PRIMMUM INSURANCE COMPANY. It is distributed by Meloche Monnex Insurance and Financial Services Inc. in Quebec and by TD Insurance Direct Agency Inc. in the rest of Canada. Our address: 50 Place Cremazie, Montreal (Quebec) H2P 1B6. Due to provincial legislation, our car and recreational insurance program is not offered in British Columbia, Manitoba or Saskatchewan. *Nationally, 90% of all of our clients who belong to an employer group that has an agreement with us and who insure a home (excluding rentals and condos) and a car on October 31, 2016, saved $469 when compared to the premiums they would have paid without the preferred insurance rate for groups and the multi-product discount. Savings are not guaranteed and may vary based on the client’s profile. Savings vary in each province and may be higher or lower than $469. All trade marks are the property of their respective owners.® The TD logo and other TD trade-marks are the property of The Toronto-Dominion Bank.

---

A leading Cost Consulting and Project Management firm requires the following candidates for its Montreal and Ottawa offices:

Junior, intermediate and senior level Q.S.’s, Estimators and Planners with experience on:

- Commercial and institutional projects
- Industrial projects (oil/gas, refineries, mining, metallurgical).

We offer competitive salaries, benefits, training and potential for growth. Relocation assistance will be provided.

We sincerely thank all applicants, but only those candidates which meet our requirements will be contacted.

Fax: 514-846-8913  |  Phone: 514-846-8914  |  E-Mail: MONTREAL@LCOGROUP.COM

Please send resume in strictest confidence to: LCO - Construction and Management Consultants Inc.
Discover our courses and certificates in construction and estimating. Taught by industry professionals using the latest tools and standards, these courses provide you with the skills to succeed. Our series of Canadian Institute of Quantity Surveyors (CIQS) accredited courses provide opportunities to develop your skills and expand your career potential. Classes are held at our Casa Loma Campus (160 Kendal Avenue) in downtown Toronto or online.

**Construction and Estimating Certificates/Designations**
- Canadian Construction Association (CCA) Gold Seal Credit Courses
- Construction Estimating Certificate
- Construction Project Management Certificate
- Construction Superintendent (ICI) Certificate
- Electrical Estimating Certificate
- Mechanical Estimating Certificate

**Education That Fits You**
With evening, weekend and online classes starting throughout the year, we make it simple to fit learning into your schedule. Select individual courses best suited to your interests, or register for those courses that make up certificate requirements. You can work toward a certificate at your own pace – you register (and pay) on a course-by-course basis.

[coned.georgebrown.ca/technology](coned.georgebrown.ca/technology)

Register now!
For more information, contact us at 416-415-5000, ext. 4861, 1-800-265-2002, ext. 4861 (toll-free), or cetechology@georgebrown.ca.