

Ontario's Top 10 Cement and Concrete Finishers: The industry's leaders

CCDC-30: The new Integrated Project Delivery contract takes design and construction collaboration and risk sharing to a new level

Ontario's new Construction Act: What changes on July 1 and how can you prepare for the new rules?

CCDC-30: The new Integrated Project Delivery contract takes design and construction collaboration and risk sharing to a new level

Ontario Construction Report staff writer

The Canadian Construction Documents Committee (CCDC) has introduced a new standard form contract for Integrated Project Delivery (IPD) – reflecting the current trend towards projects where design and construction are collaborative, with shared risk



Geza Banfai

and opportunities for profit if things go right, and penalties and risk-limiting controls if they go wrong.

CCDC chair Mark Mulholland, vice-president project delivery services operations at BGIS, and construction lawyer Geza Banfai from McMillan LP, outlined the concepts behind the new CCDC 30 contract and explained how it compares to other construction contract models at a May 4 workshop in Ottawa, one of several held across the country.

"CCDC 30 reads like nothing you are really used to," Mulholland said. "It's intensely collaborative. If you can't play nicely in the sandbox, there are mechanisms to have you thrown out. The risk pool to my mind is the element of the contractual arrangements that give it its power."

Success is very clear because the parties spend a great degree of time on mutually agreeing upon the price, scope, schedule, and quality. "When you achieve success, you get your risk pool," he said. "If the project goes above budget, and the final cost burns into the contingencies, pre-identified by mutual agreement, "then you are into the risk pool and the owner is now spending your profit."

However, if the project is way off budget, "the owner continues to pay

the costs if they are above the risk pool and contingencies."

"Owners like it, because the risk of costs increasing above the top line is closely and collaboratively managed," Banfai said. "Contractors like it, because at least they are going to (recover) their costs. In the worst case scenario, they aren't going to get a profit but they are going to get their costs."

Of course, the process requires quite a bit of co-ordination and planning, since the key players including the owner, design consultants, general contractor, and key subtrades need to participate as a team from the start, even as they compete for the contract, which will be for a building for which there is not yet a design.

"On day 1, when CCDC 30 is signed, as of this date, there is no project yet," Banfai said. "There may be a budget but it's just a thumbnail. There's no scope, there's no design, even all of the parties may not be confirmed. At this point, the project is a gleam in the owner's eye."

The first stage, Banfai said, is the "validation phase".

"This can extend for a number of months, when a whole bunch of

Continued on page 3

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things happen. Owners, and the design and construction team meet intensively to take this gleam in the owner's eye and turn it into something that will be sufficient to allow a go/no go decision."

During this time, the team coalesces psychologically, with a project management team, senior management team and project implementation teams.

"At this stage, the design is worked up to a point, where a base target cost can be comfortably determined," Banfai said. "The site investigations are done, usual due diligence along the way is done, all under the management of the project team."

Participants conduct meetings where the expected profits are identified and tabled in an open-book way so as to establish a Risk Pool, and risk allocation percentages are determined.

Then a "validation report" is produced, which "essentially is the business case for the project."

If the business case cannot be met, the owner has the option of terminating the contract, paying the design and construction team for their costs but not their profit. "The profit of the construction and design team members is at risk from day one."

If the project is a "go", then the design and procurement phase commences, overlapping slightly with the construction phase which follows. During design and procurement, the design is refined taking constructability and value engineering into account and looking for ways to "tweak the design so as to bring greater value to the owner for the dollars committed and/or savings, and at the conclusion of which you come up with a final target cost."

"This number is the one that really matters for risk pool distribution purposes," Banfai said. "The idea is that during the design and procurement phase, the parties seek to find innovations and savings."

Typically, this work is done collaboratively in a "big room" – with desks, computers, blueprint machines, cork-boards and whiteboards on the walls and sticky colour coded notes.

The concept is new and the speakers acknowledged that while it is "taking off slowly in Canada, more and more (IPD projects) are coming on line."

"I don't want to suggest this is for everybody," Banfai said. "It starts with an owner who gets it."

Earlier in the session, lawyer Banfai said he believes the most important quality for project success or failure are the individuals running the job.

"It's amazing how just one person – the wrong person – can completely screw up a project," Banfai said. "Multi-million dollars worth of failure can happen because of one sociopath."

Banfai said it is important to get these troublesome people out of the job as soon as possible.

"Sometimes it is really hard, especially if the individual is at the top of the food chain," he said. "That is a real problem. The only effective way is that you have to remove this person from the project one way or another."

"If the problem is at the project management level, it helps if the senior management and the members of the project team have a strong relationship and strong social trust, so that they can have these candid conversations about "Frank" and have the troublemaker removed."

Fortunately, these issues would become apparent and be resolved early in true IDP projects, where CCDC-30 would be used.

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Ontario's new Construction Act: What changes on July 1 and how can you prepare for the new rules?

Ontario Construction Report staff writer

When Ontario's new Construction Act goes into effect July 1, there will be major changes in the way owners, contractors and design professionals fulfill their legal obligations and protect their interests. However, the biggest changes are another 18 months away, when significant prompt payment and new adjudication rules go into effect.

Several lawyers and consultants outlined the changes – including challenging transitional provisions – at a May 14 seminar sponsored by the Construction and Design Alliance of Ontario (CDAO).

Geza Banfai with McMillan LLP outlined the reasons for the new rules, which trace their roots to lobbying several years ago from the National Trade Contractors Coalition of Canada (NTCCC), which led to a private member's bill that failed to move forward after government ministries and agencies, private owners, general contractors, consultants and lenders raised strong objections.

However, the provincial govern-

ment agreed to commission lawyers Bruce Reynolds and Sharon Vogel to conduct an extensive review of the old *Construction Lien Act*, dating back from the 1980s. After extensive consultation with stakeholders, Reynolds and Vogel submitted 101 recommendations, which became the foundation for the new *Construction Act*, which was passed and proclaimed just before Christmas last year.

By late April, government officials had drafted the necessary enabling regulations.

The changes in Bill 142 include several fundamental changes in lien periods, holdbacks, trust obligations, claims and procedures, said Ted Betts, the Head of Gowlings WLG's Infrastructure and Construction Sector Group.

"A lot of these (legislative) changes are in the 'modernization' bucket," he said. "It's worthwhile for everyone to read through all of them."

The so-called "modernization" changes include:

- An extension of the lien "preservation period", from 45 to 60 days and a longer lien "perfection pe-

riod" from 45 to 90 days after the last day the lien could have been preserved; both of these ensure there "is more time to negotiate and work out disputes rather than come to the lawyers;" and

- Mandatory holdback release by the end of the holdback period, unless owners publish their intentions not to release the holdback in a public notice no later than 40 days after the publication of the Certificate of Substantial Performance.

"There's a large deliberate gap," Betts said. "An owner has to put their cards on the table" so that contractors and subtrades know where they are ahead of the lien filing deadline. Effectively, the new rules give the contractors and owners "an extra 20 days to settle disputes and avoid standoffs."

The new legislation also allows for owners and contractors to release holdback on larger projects (\$10 million or more) before the project is completed.

"The theme throughout all of the changes, in these subtle changes, is



getting cash flowing through the project faster from the owners through the contractors to suppliers and subcontractors, and avoiding disputes.

There are other changes, as well:

- Multiple improvements can be treated as separate contracts for the purposes of determining the substantial performance date and lien periods; so contractors don't have to wait for every bundled part of the overall project to be completed before receiving their holdbacks. However, this provision applies at the owner/general contractor level, and Betts said "It's not clear how this will play out on subcontractors and suppliers."
- New trust accounting rules require a separate trust account for contractors and subcontractors (though several projects can be funded through the same trust account). "Trust funds must be segregated and traceable in a contractor's or subcontractor's trust account," as much as possible. This provision will help prevent creditors from grabbing trust funds (including holdbacks) when



Panelists led by Clive Thurston (centre), president of the Ontario General Contractors Association, discussed the new Ontario Construction Act and its transitional provisions.

a contractor or subcontractor goes bankrupt as the trustee can now (hopefully) see clearly the trust account status.

- There are several new forms, and new tools for contractors to request information about their projects.

One issue with the new legislation, said Bird Construction board member Paul Raboud, is the "tricky transition periods."

The regulations and legislation

suggest that if any contract is in force or "if there is any activity such as a pre-qualification happening before July 1," the old rules apply.

Someone in the audience asked what the status would be if you were on a general pre-qualification list rather than one for a specific project. Panelists responded by saying they aren't sure – this may be one issue that would need to be resolved through a judicial process, but Raboud had a simple answer:



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"Assume (the lien period) is 45 days and not 60 days" – in other words, behave as if the old law applies, unless you are certain the new rules will be valid.

WeirFoulds LLP partner Glenn Acklerley said the "substantial performance" criteria has changed – monetary limits have been doubled. Now, substantial performance occurs when the value of the project outstanding meets the test of three per cent of the first \$1 million of the project's value (instead of \$500,000) two per cent of the second \$1 million (again, instead of \$500,000) and one per cent of the remaining value.

Jerry Paglia, director of procurement for the Regional Municipality of York, says there is a "lot of training needed for owners and consultants."

"The phasing in of requirements (including the future prompt payment and adjudication provisions) is going to create complexity," he said. "With two phase in periods, there could be three different forms of contract at the same time."

"Owners, staff and consultants are going to have to know which contract applies to the project, with longer period for lien rights and less flexibility in what we can deduct from the payments."

"We can't deduct funds from other projects. The administration for the contracts will take longer."

"There's going to be more scrutiny on dealing with general contractors, terminating and not paying – we'll have to publish it. (There'll be) more of a public relationship, as that information trickles down to subcontractors."

tors."

Eric Hoffstein of Minden Gross LLP said there will be new bookkeeping challenges, especially for smaller businesses, because of the much more stringent trust account requirements. "If you don't have an outside bookkeeper helping with the accounting, now might be a good time to do that."

Meanwhile, Steve Ness, president of the Surety Association of Canada (SAC), outlined new bonding rules, including the significant requirement that all public projects greater than \$500,000 must have 50 per cent performance and payment bonds. "Public" includes the broader public sector such as school districts.

Other changes are intended to bring much greater clarity and responsiveness to the bond claims process, with finite deadlines for responding to claims by either accepting, denying or seeking more information.

The speakers indicated that, while the regulations going into effect on July 1 will impact the industry, the really big changes will occur in October 2019, when the new law's remaining provisions will be implemented.

These include mandatory prompt payment requirements. In about a year and a half, "owners must pay within 28 days of receipt of proper invoices," said Chris Stanek, a partner at Gowling WLG. There are specific requirements in defining a "proper invoice".

Owners can dispute the invoice "but must provide written notice in the prescribed form" within 14 days

of receiving the invoice. The notice/response system is designed to tie in with a new adjudication system, which allows an exceptionally rapid decision on payments by a third-party expert adjudicator (agreed to by the parties or selected from a qualified panel) to determine if the payment would actually be due.

"If the owner has not paid but delivered a notice of non-payment, the contractor must give notice of dispute within seven days after receipt of the owner's notice of non-payment," Stanek said.

Betts added that there is an additional concern for contractors. "If a notice of non-payment has also not been delivered, the contractor will have 35 days to decide to either pay its subcontractor out of its own pocket, or to commence a fight with the owner through adjudication."

Everyone in the construction supply chain will be subject to the notice/prompt payment provisions and if you don't pay, "you will need to pay statutory interest." If payments aren't made after an adjudicator renders a determination, contractors and suppliers can leave the job site and charge remobilization fees if they return.

Banfai said the prompt payment and adjudication provisions, when they are implemented, are "collectively nothing short of a cultural change in the industry."

One audience member asked what the rules will be for federal contracts. Betts responded that Reynolds and Vogel are currently conducting a review for the federal government, which is expected – along with several other provinces – to pass similar prompt payment legislation soon. These changes will bring Ontario and Canada to the state of practice in Britain, Europe, Australia, and most U.S. states.

The new rules are a "significant change in the way we will be doing things going forward," Banfai said. "I think it is all for the better."

Dragon Slayer: Be a part of the solution — Stop predatory behaviour on your work site

By Andrew Regnerus
Special to Ontario Construction Report

There were the inappropriate text messages; shoulder massages; pointed comments and stares in the lunchroom.

Things that, sadly, she had gotten used to in her construction career. She learned quickly to laugh off the jokes and jibes, to be “one of the boys,” to bite her tongue unless she wanted to get blacklisted as a trouble-maker on site and forfeit her career.

It culminated in a private meeting in the job shack. Her superintendent held the door open and followed her in, but not before locking the door. She’d heard the unmistakable click. Then it happened: He offered a bribe, with company money in return for a “personal favour.”

Thankfully, she had the presence of mind to take defensive action, which prevented a tragic outcome. But damage was done all the same and she suffered trauma. This man disrespected her not only as an equal human being, but as a tradesperson and valued contributor to the enterprise.

Adding insult to injury, the system

paralyzed her—she couldn’t report the incident for fear no one would believe her, or worse, that they’d blame her in some way. “You should have spoken up before,” they’d say. Or that familiar refrain: “Did you encourage him?”

Or the company would let her go for causing trouble. She’d worked too hard to be blacklisted because the system punishes victims.

As she shared her story, the empathizing audience of primarily older men heard her pain and felt disgusted. This should never happen, we thought.

Here we were, at yet another industry event to discuss systemic barriers contributing to the construction trade’s shortage crisis. We know that shifting demographics will see almost 300,000 construction tradespeople retire over the immediate future. The industry needs to attract as many marginalized workers as possible—new Canadians, youth, Indigenous peoples, and women. Unfortunately, stories like the woman’s above often keep these much-needed workers away.

Here is my challenge to men in the construction industry: Do not tolerate the dragons among us. Predatory be-

haviour cannot be tolerated just because “he’s an otherwise great foreman” or “he’s one of my buddies.” Don’t turn your head when you see this behaviour happening. As one of my friends said, “Men who are abusive like this do more harm than good and have to go.” Another pointed out that this problem isn’t limited to construction as the #MeToo movement reminds us.

Standing up to dragons also goes for any type of injustice that may be experienced in the workforce. Safety of the whole person and his and her total health must be cared for.

Intolerable treatment is in dragon DNA. If dragons cannot change their scales even after facing the consequences of their actions, they must be removed from site.

There are dragons among us, but it is for the heroes and heroines of our day to see them slain.



Andrew Regnerus is CLAC Ontario's construction co-ordinator

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Inclusionary Zoning:

Last-minute Liberal government regulations strike a blow to affordable housing partnership model



Ontario Construction Report staff writer

Inclusionary Zoning rules will depend on local municipal council preferences and municipalities can, under recently announced regulations, set their own rules to mandate affordable housing without regard to the overall impact and cost of these provisions on the housing market, says Mike Collins-Williams, the Ontario Home Builders' Association (OHBA)'s policy director.

Ministry of Housing officials originally had drafted regulations to ensure a fairer and more balanced approach, requiring a partnership where the municipalities would contribute benefits or cost abatements of at least 40 per cent of the subsidized housing costs, Collins-Williams said. But, bending to the wishes of Toronto municipal councillors, the government determined that municipalities can determine their own levels (if any) of offsetting benefits.

"For better or worse, we were heading into an election with the Lib-

eral government, which at the time was very politically sensitive to criticism from municipalities and social housing advocates," Collins-Williams said.

"There is deep frustration among the industry for those that were involved in the process. Over the past several years of consultation we came up with a compromise, which is not apparent in the regulations," he said.

The challenge is, if implemented as planned, the new Inclusionary Zoning provisions will probably make things worse, by causing many projects to be uneconomic (and thus never built), while others will experience price hikes pushing middle-income purchasers out of the market, even as a few new affordable units are created.

OHBA president Pierre Dufresene who works with Tartan Homes in Ottawa, says Ottawa has not determined how it will implement local Inclusionary Zoning rules. "I would be surprised if the city implements it

in the purest form as shown in the legislation."

He said the city's Official Plan has provisions for partnerships with benefits to builders including deferring development charges, modifying engineering standards, and setting out alternative development standards for road construction to increase housing affordability.

Mike Collins-Williams says the builders will probably need to live with the new regulations for some time, regardless of the results of the June 7 provincial election, which takes place as this Ontario Construction Report issue goes to press. He said the rules will remain in place if the Liberals win, may become even more developer-unfriendly if the NDP wins. If the Progressive Conservatives win at the polls, he expects the topic will not be an urgent priority for the new government, meaning the existing regulations will remain in force.



Ontario Construction Report staff writer

How do you determine who should qualify to be on the Top 10 list for Ontario's cement and concrete finishing industry? A logical starting point is the relevant trade association, the Cement Finishing Labor Relations Association (CFLRA), which serves as the employer bargaining authority with relevant labor unions. We also looked for community contributions and the number of years in business in compiling this list.

The list here is alphabetical, so you shouldn't consider the order of names here to be in a ranking order.

Paul Bravo, Bravo Cement Contracting, Windsor

Paul Bravo has been this southern Ontario company's president for more than 27 years and he has served on the CFLRA's board of directors, including a term as the association's chairman.

The business offers a diversity of services in new concrete floor construction and maintenance, with a commitment to technology and service.

Vince Caruana, Diplock Floor, Mississauga

Caruana has served on the CFLRA's board of directors. The business has been in operation since 1986.

Frank Guida, Tri-Con Concrete Finishing Ltd., North York

Frank Guida has built this successful industrial, commercial and institutional concrete flooring business to a high level from its start in 1982, with major projects including massive car plants, Pearson International Airport's Terminal 1 and 3, and major distribution warehouses for Home Depot and Walmart. The company has also pioneered in technology, notably steel fibre jointless flooring, and has installed flooring on more than 100 ice rink surfaces. (See separate profile page 10.)

Joe Guida, PATTERNED CONCRETE® ONTARIO, North York

Joe Guida has been president of this business, established in 1987, for 31 years. It focuses on professionally and durably stamped and decorative concrete, largely for the residential market. See separate profile page 12.)

Jeff Haid, Tri-Con Haid, St. Clements

Jeff Haid leads this western-Ontario business which began in 1995 as Haid & Haid Construction Ltd. It has succeeded at industrial and commercial works, as well as residential projects.

In 2002, the business merged with Tri-Con Concrete Finishing Co. Ltd. (see separate profiles).

Tri-Con Haid has won several awards, including an exceptional number of Grand Valley Construction Association (GVCA) Awards of Merit.

Les Hinz, Tire Pressure Control International Ltd., (Tireboss™) Edmonton

Les Hinz is the vice-president (and a principal of) this business, which implemented the first tire pressure control systems in commercial truck transport applications in North America.

Geoff Kinney, Concrete Floor Contractors Association of Canada (CFCAC), Oakville

Geoff Kinney leads the relevant national association – and also is president of the specialized CFLRA, serving unionized Ontario contractors. He has been the CFCAC's executive director since 2010, providing technical leadership, product development and promotion, ethics, risk management, education and quality planning.

Ernie Perfetto, Metro Concrete Works (2016) Inc., Concord

Ernie Perfetto is the CFCAC's 2018-2019 chair. He also leads Metro Concrete Works.

Luc Rancourt, Duron Services, Ottawa

When floods threatened areas of Ottawa in 2017, CFLRA director Luc Rancourt helped out as a volunteer to protect neighbourhood homes. Rancourt is the company's president, leading the business established in 1995, with the commitment: "We focus on safety, performance and quality for each and every project."

Jim Woods, Apollo Concrete Contracting, Hamilton

Jim Woods has received the Concrete Floor Contractors of Canada (CFCAC) Geoff Kinney Sr. Industry Award for "his many selfless and continuing efforts to improve our trade," the association says.

Tri-Con Concrete Finishing Ltd.

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Ontario Construction News staff writer

Tri-Con Concrete Finishing Co. Ltd. has provided concrete floor finishing services for industrial, commercial and institutional ICI projects in the GTA area for more than 35 years.

The enterprise handles a diversity of projects with individual attention and a focus on detail because, as founder and company president Frank Guida says, "you need to do it right the first time."

In this business, concrete floors are a specialty in themselves. Tri-Con provides a full-service approach, from super flat, heavy duty warehouse and retail floors to exterior concrete and architectural work.

Along with Frank, brothers Sandy and Joe Guida and partner Jeff Haid oversee the business with more than 100 employees. Joe has responsibility for PATTERNED CONCRETE® Ontario exterior concrete finishing (see separate story) and Sandy takes care of day-to-day site operations. Haid leads the award-winning Tri Con Haid Concrete Finishing Ltd., producing highest quality concrete floors from its base in St. Clements, western Ontario.

"Dealing with operations has allowed me to be involved in so many interesting conditions and has given me the opportunity to build tremendous knowledge in the field of concrete placement and finishes," Sandy Guida

said. "We have the capacity to install a million square feet a month like clock work."

Projects have included massive car plants, Terminal 1 and 3 at Pearson International Airport, and major distribution warehouses for Home Depot and Walmart. Tri-Con has also provided jointless concrete floor (with no saw cuts) for The Toronto Rock lacrosse team. The company has worked on more than 100 hockey rink projects, including the challenging task of installing the new third-floor ice rink surface at the Mattamy Athletic Centre for Ryerson University in the converted Maple Leaf Gardens.

"Since 1982, we have always sought to use the latest techniques, equipment and technologies such as steel fibre and applying them to concrete floors," said Frank Guida.

Tri-Con's professionals work with clients at the design stage, suggesting the best methods to achieve priorities including wear resistance, loading or flatness.

"Our focus is on our customer satisfaction and the professional installation of concrete floors with the highest quality, service, safety; using the latest technology with value-added products and equipment," Frank said.

Tri-Con has used steel fibres to replace the conventional wire mesh or rebar concrete floors since 1983 to achieve design versatility and improved characteristics in concrete. With steel fibres, concrete floors can be de-

signed thinner and offer better performance.

Optimizing steel fibre in concrete floor design, Tri-Con has successfully installed jointless crack free floors without saw cuts. These are easier to maintain, while saving wear on equipment such as lift trucks, he said.

Frank Guida has shared his innovations at World of Concrete presentations. As well, Tri-Con has pioneered in architectural design polished and decorative/stamped concrete.

Tri-Con has more than \$2.5 million in state-of-the-art concrete finishing equipment including steel fibre blowers, laser guided screeds, automated hardener spreaders, curing systems and sealers. The result: floors with exceptional flatness with wear resistance, dust free and guaranteed quality – turning retail floors into “works of art,” and long lasting and low maintenance industrial and commercial floors.

“A professionally designed, placed and finished industrial or commercial concrete floor offers a lot of versatility,” Tri-Con said. “Whether it’s a super flat warehouse, showroom, or a retail floor, our floors will add the finishing touch that elevates the character of your building to new levels.”

Frank Guida doesn’t just think about concrete – he has a passion

for community service and accordingly co-ordinates annual charity golf and pro-am fishing tournaments.

The company and related businesses have received several awards and recognitions including several Golden Trowel Awards, GVCA Awards of Excellence and Merit, and Ontario Concrete Awards.

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Joe Guida of **PATTERNED CONCRETE®** Toronto

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Joe Guida leads this business, focusing on professionally and durably stamped and decorative concrete, under the PATTERNED CONCRETE trade name. In addition to residential applications, projects include municipal works, parks, skate parks and exterior commercial works.

The business started in the late 1980s after Joe's older brother Frank Guida, who leads Tri-Con Concrete Finishing Ltd. (see separate story) noticed the growing popularity of stamped concrete, which involves applying color and texture to make concrete look like natural stone, cobblestone, brick, or even wood. They purchased the PATTERNED CONCRETE trade name and founded Patterned Concrete Ontario Inc. in 1990, with Joe as president.

Today, the company employs more than 70 workers, but Joe remains actively involved with the business and client files. And he has met clients who had work done in the early 1990s, reporting everything looks just as good as it was when the work was first done.

With natural stone forms, the decorative concrete doesn't look at all artificial. Guida says the company has successfully fine tuned materials and procedures to withstand the colder Canadian climate.

"There have been situations where a high-end pool company goes to see a client with a multimillion dollar house," Joe said in a published report. "They say they definitely want a natural stone, then they look through the

book of examples and choose a stamped concrete installation by PATTERNED CONCRETE.

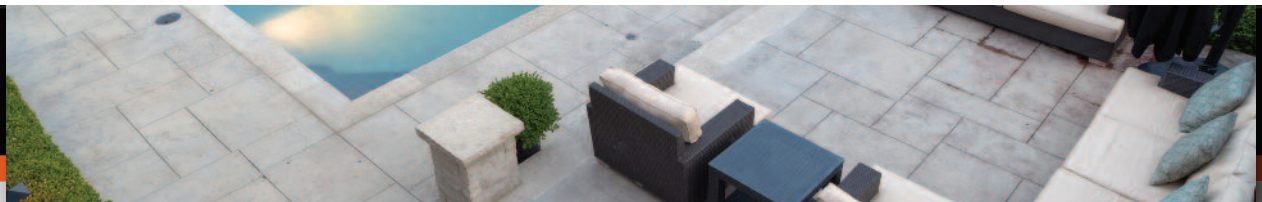
"They're amazed by how authentic the concrete looks," he told Our Homes magazine. The success relates to the company's stamping tools. "Because a lot of our stamps are made from natural stone, they have a deeper imprint, so they allow us to do grouting," he said. "It just takes stamped concrete to another level, where all of a sudden it does not look like stamped concrete. Plus the natural stone means that the textures and details of the source material are reflected in the final product."

The PATTERNED CONCRETE team includes specially trained licenced contractors. Guida is looking at new stamping tools and finishes and carrying the work on to the next generation.

"The things we've built become part of our customer homes, a part of their families," he said. "Kids will play on their patio when they're two or three years old. Then when they're 25 or 30, or even after marriage, it's still there and part of their lives."

"A good concrete job is to be enjoyed as part of the culture and part of the conversation. It could – and should – last for generations."

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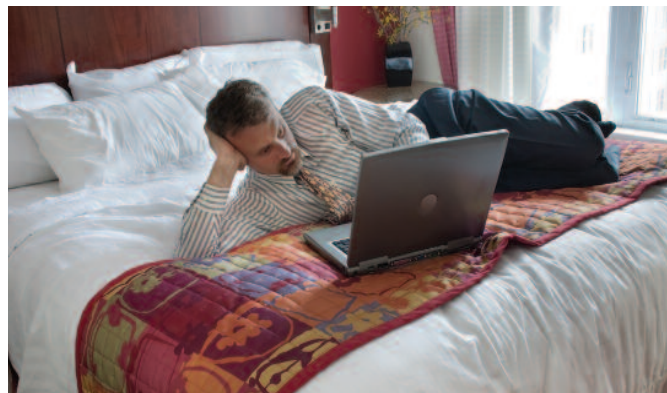
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Bath Fitter Commercial Division provides comprehensive bath and shower manufacturing and installation services

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Bath Fitter was initially launched in 1984 as a retro-fit company serving homeowners and commercial properties. With the addition of Bath Fitter Commercial Division several years ago, the company expanded its expertise to include new construction and service to the architect and builder communities.

Commercial sales representative Chris Snooks says the company applies a complete team approach. It has factory trained installers with service vehicles equipped to deal with large scale projects and inside staff who handle warranty and service. "From head office to design and manufacture and installation, we co-ordinate and communicate to ensure the client gets exactly what they want, when and within the specified budget."

"Our products are manufactured in state of the art facilities in both Canada and the U.S. and from start to finish when people deal with us, they deal with us. We do not subcontract to ensure we have full accountability for everything we do."

Bath Fitter Commercial offers a full range of acrylic baths, showers, seam-

less one-piece wall systems, as well as showers designed for people with limited mobility. Snooks says the designs suit both modern and classic styles.

Recent successes include the Quad Project completed at York University. This latest student residence required more than 500 showers be delivered and installed on time and on budget. Snooks says his company received a letter of reference for its achievements on the project, constructed by Buttcon.

"Bath Fitter has proven to be reliable, respectable and professional company with integrity," the letter said. "Their determination and work ethic are values of which Bath Fitter should be extremely proud. We have



found that we can count on Bath Fitter to provide quality workmanship on time and on schedule."

The company uses DataBid's services to identify projects that may require its expertise and capabilities, getting in early during the design stages to be able to assist with logistics and options.

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