

Includes 2008 ECAO ANNUAL REPORT

# *The Ontario* **ELECTRICAL** ECAO **CONTRACTOR** ELECTRICAL CONTRACTORS ASSOCIATION OF ONTARIO

Volume 46 • Number 3 • Summer 2008



Investing in the Future  
of the Electrical Trade  
An Improved Construction Lien Act?  
Utilities v. ECAO – OEB Ruling  
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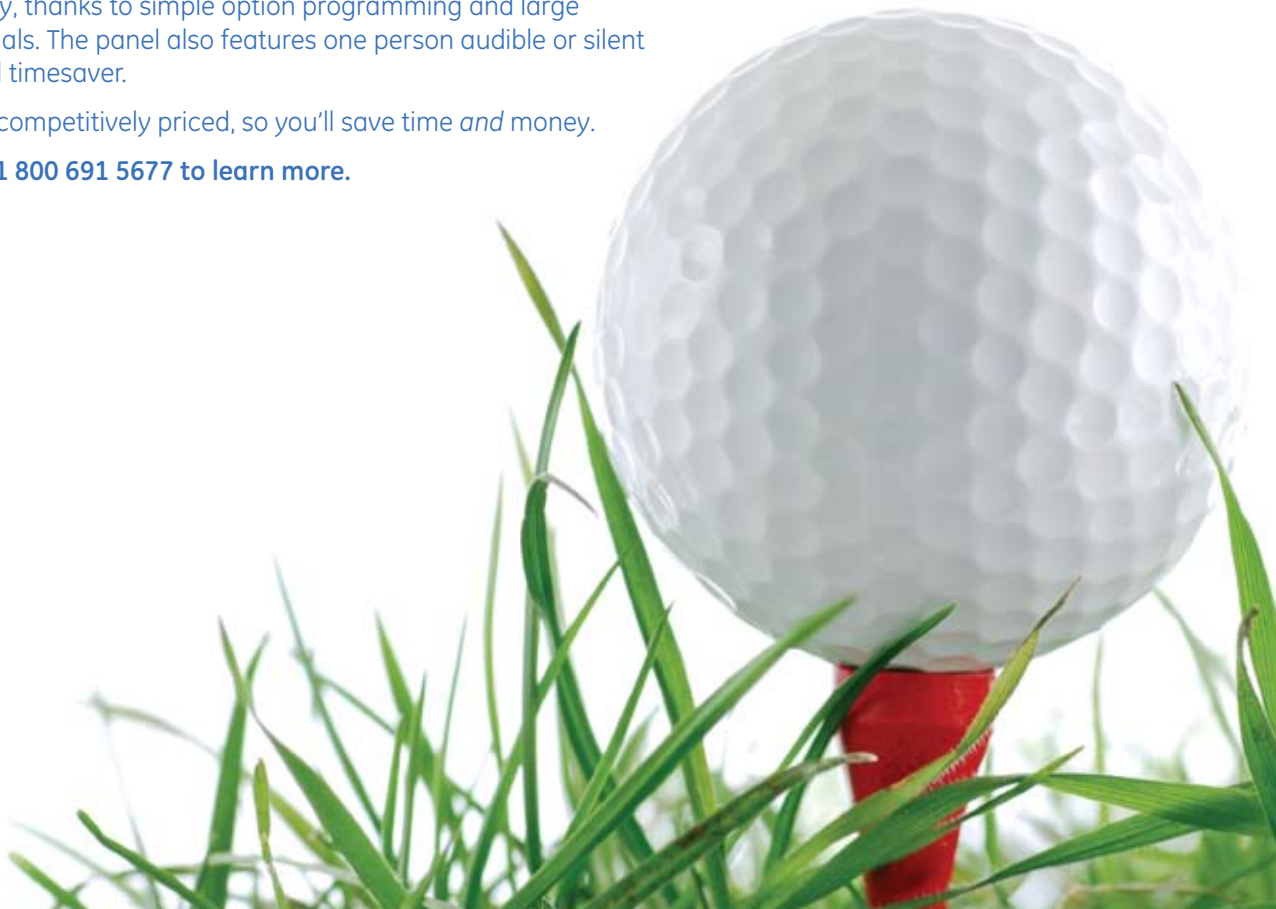
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# The Ontario **ELECTRICAL CONTRACTOR**

Volume 46 • Number 3 • Summer 2008

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**On The Cover:** Students take the light board quiz at Future Building 2008 in Sarnia (see story page 15).

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## Improving the *Construction Lien Act*

By David Surplis, PhD, Acting President, COCA

It's almost a decade now since ECAO first came to COCA to see if the *Construction Lien Act* of 1983 could be amended to reflect modern day realities. The principal issue was a concern with "pay if paid" clauses in sub-contracts, although there were many other elements of the Act that needed modernizing. COCA immediately took up the issue and visited the Attorney General. We were told to come back with a group of proposals for reform because a single amendment to a single Act was not the way things are done.

COCA convened a series of meetings in the late 1990s to canvass ideas for reform. Twenty-four proposals were received and they were "boiled down" to seven. These were presented to the Attorney General and three were dismissed, leaving us with three. The three were: 1) require owners to place holdback funds in an interest-bearing trust; 2) extend the lien rights of "early" subcontractors (excavators, formwork etc.) through to substantial performance of the main contract, unless early release of holdback has been approved; 3) create a mandatory date on which holdback would be released after lien rights expire. The ministry of the Attorney General circulated these proposals for comment within government and there were no problems. But objections were raised about the trust provisions by groups in the residential sector who claimed that setting up trusts would cause more troubles than they were supposed to address.

With strong opposition brewing and with a general election coming in 2003, the Eves government decided not to do anything about the *Construction Lien Act*. So when

the McGuinty government was elected that year, COCA immediately sought a meeting with the Attorney General to request some action. The Chair and members of COCA's Lien Act Committee were told that reform of the Act was not seen as any kind of priority as the new government sought to establish itself.

By the time the McGuinty team was re-elected in 2007, there was a new issue well known to members of ECAO: the "Kennedy Case." Once that case wound its way through the courts, ECAO members and COCA demanded that the issue be addressed. COCA research showed that the Kennedy case could not have arisen in British Columbia because their definition of "improvement" includes "movable" items such as assembly lines and air conditioning units.

Now armed with four proposals for amendment, COCA went to see the new Attorney General, Hon. Chris Bentley, who was much more receptive to our requests. Mr. Bentley had worked with COCA and knows construction issues quite well. It was suggested that COCA work with the Ontario Bar Association to assemble all parties with an interest in amending the Act with a view to establishing consensus. One or two groups, such as the developers, still don't see much need to change the Act but we must continue to press the case.

The original and lasting reason for the *Construction Lien Act* is to ensure that people get paid — not to ensure that people don't get paid. For that reason and for fairness and equity in construction, COCA will continue to fight with all the resources available to us.

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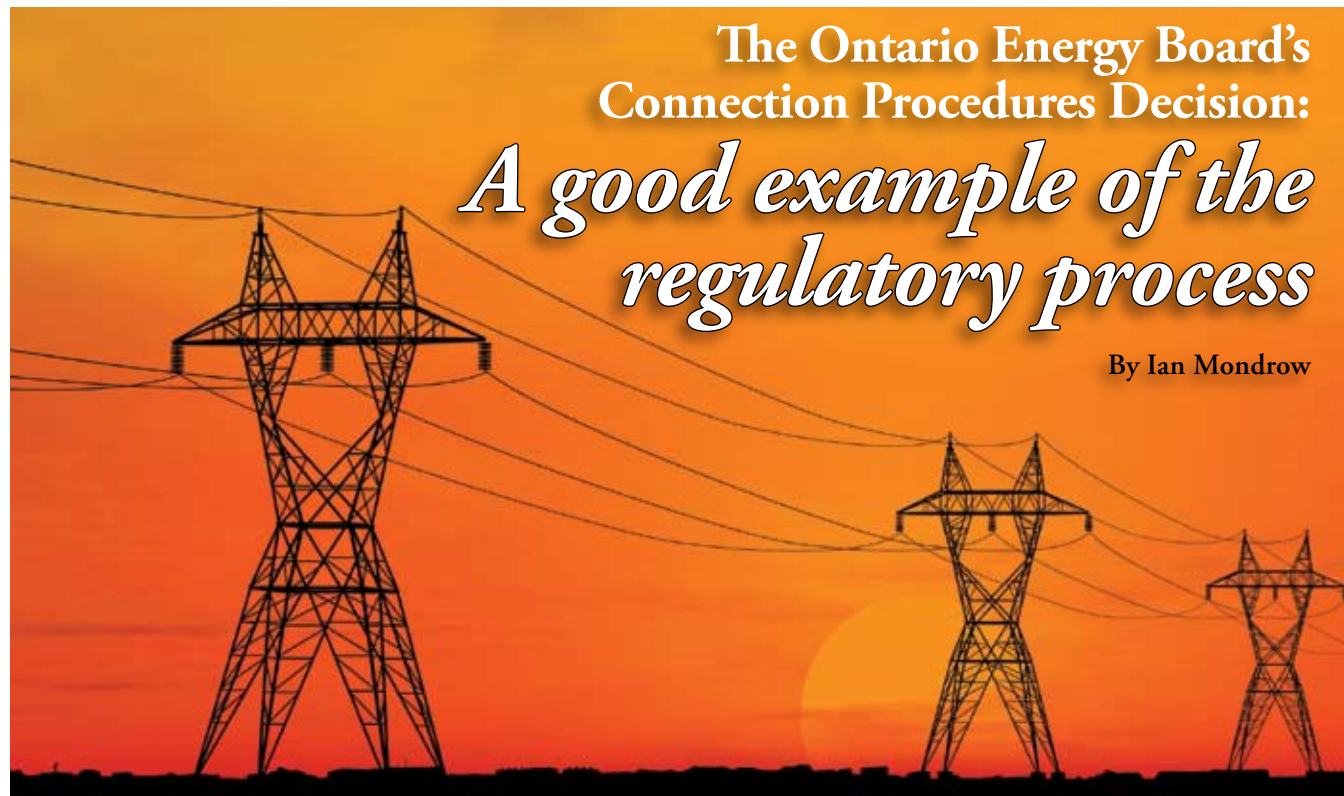
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Earlier this year, the Ontario Energy Board issued a final decision in its review of Hydro One Transmission's connection procedures. In addition to resulting in an essential piece of regulatory policy, the connections proceeding is a good example of how the regulatory process works: it takes a while; it can be fractious and unpredictable along the way; to be effective, parties need to stay engaged and diligent; and the eventual outcomes are generally sound.

ECAO intervened in the Connection Procedures case with a focus on one issue: the ability of the regulated transmitter to bid on customer owned connection equipment work. ECAO argued that this is not work that is properly part of the transmission business, and that allowing the regulated transmitter to bid against competitive contractors for this work would be anti-competitive.

The hearing panel accepted this argument, and found that Hydro One could not bid for work on customer-owned connection equipment. Hydro One challenged this part of the decision on a motion for review. The review panel dismissed Hydro One's challenge and confirmed the hearing panel's decision.

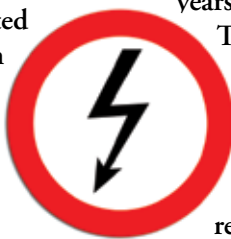
This outcome represents a clear step forward for ECAO. It builds on the restriction in section 71 of the *Ontario Energy Board Act, 1998*, which limits the permitted scope of regulated transmission or distribution busi-

nesses. The connections decision includes a policy statement by the OEB which fills in some of the detail of this broader government policy. The OEB decision defines what connections work is properly part of the regulated transmission function, and what is not.

This case also illustrates the patience, diligence and attention that a properly executed regulatory agenda requires, and the sound outcome that generally results.

This case really started in the first half of 2005 (yes, three years ago). In July 2005, the OEB issued a revised Transmission System Code. Among the obligations contained in the revised code is a requirement that all licensed transmitters in Ontario file connection procedures for Board approval.

Hydro One filed its connection procedures for review and approval on August 18, 2006. The Board issued notice of the hearing on September 15, 2006. ECAO's questions for Hydro One unearthed Hydro One's position that it could compete for customer connection facilities work. Ontario Energy Board staff asked some questions that unearthed another issue regarding Hydro One's interpretation of when customer contributions for transmission system expansions and reinforcements would, and would not, be required. (Wherever a customer provides a capital contribution, the value of that contribution is excluded from the rate base value of the connection asset, and is thus excluded



from calculation of utility return on invested capital which is recovered from all utility customers.)

These two issues — ECAO's issue on who can do work on a customer's connection equipment and the capital contribution issue — became main issues in the case.

The OEB's decision in the case was issued on September 6, 2007, following an extension to deal with the capital contribution issues and about two years after the new Transmission System Code provisions requiring Board approval of connections policies came into force.

Then, on October 9, 2007, Hydro One filed a motion requesting a review. Hydro One challenged both the OEB's finding that a transmitter could not bid to do work on customer-owned connection facilities and equipment, and the OEB's finding that capital contributions could be required from customers even for transmission system expansions designed to serve more than one customer.

On the competition issue, Hydro One asserted that the hearing panel's decision raised concerns about the availability of qualified electrical contractors who could meet the "often unique" needs and demands of Hydro One customers, including nuclear facilities. Hydro One pleaded that customers and contractors often ask Hydro One to install protection and control equipment on new load and generator equipment on the customer's assets "because of the critical need for such assets to communicate effectively with the transmitter's corresponding equipment, and because of (Hydro One's) unique skills in this field." Hydro One argued that the hearing panel didn't consider the breadth of these services and customer needs when it determined that Hydro One could not compete for work on customer facilities.

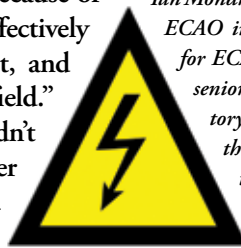
On October 26, 2007, the Board issued another notice of hearing, this time for hearing of the review. Now, new intervenors showed up, including some heavyweights: Bruce Power, the Ontario Power Authority, the Independent Electricity System Operator, and the Power Workers Union.

One month later, the OEB review panel issued a decision dismissing Hydro One's request for review, and restoring some focus to the issues. The review panel noted that the initial decision addressed customer connection work, not all electrical work required by customers. Non-connection electrical work that customers might require and Hydro One might seek to provide would have to be the subject of another proceeding, another day. The review panel found no compelling reason to reopen the connection work issue. The review panel also found no reason to review the initial panel's findings on the issue of capital contributions.

On February 12, 2008, more than two-and-a-half years after the code revisions requiring OEB approval of connection procedures took effect, Hydro One's connection procedures, now revised to meet all of the OEB's requirements, were finally approved.

Hydro One cannot compete with ECAO members for work on customer-owned connection facilities and equipment. Other aspects of contestability are issues for further work, another day.

*Ian Mondrow is a lawyer with Macleod Dixon, the law firm that represented ECAO in the connections proceeding. Ian acted as regulatory counsel for ECAO until he left private practice in October 2006, to assume a senior management position responsible for government and regulatory affairs for Direct Energy. Ian then served as Special Advisor to the Chair of the Ontario Energy Board from November 2006 until the end of 2007. Having returned to private legal practice, Ian has reassumed the role of legal counsel in support of ECAO's regulatory activities.*



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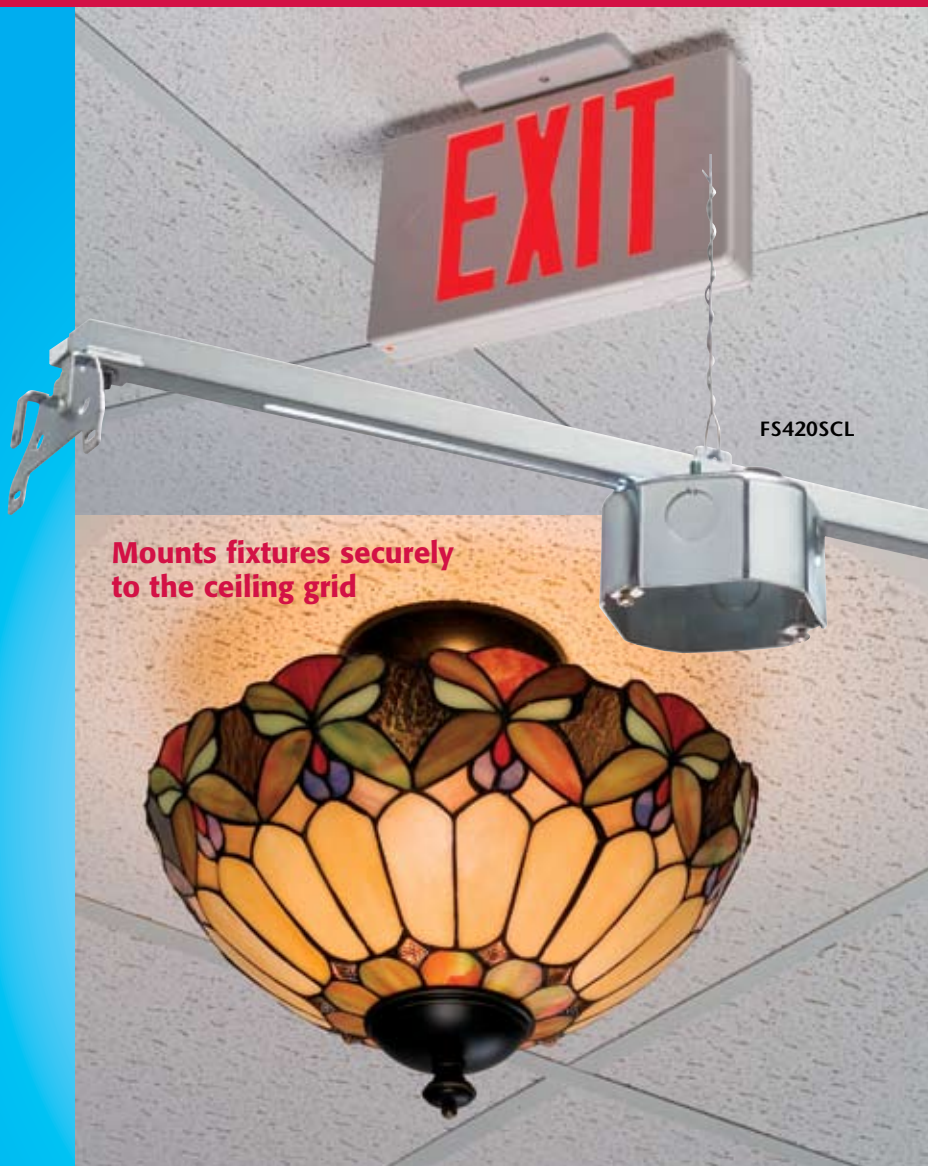
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# FUTURE BUILDING 2008 SARNIA, ONTARIO



Aerial view of ECAO's booth at Future Building 2008

Future Building 2008, hosted by the Ontario Construction Secretariat, was held April 1-3 in the Sarnia Sports Complex with approximately 7,000 elementary and secondary school students in attendance.

This year's show featured a bigger and better ECAO/IBEW interactive booth with over 24 volunteer apprentices and journeymen demonstrating the electrical trade. ECAO/IBEW showcased activities from wire pulling, conduit bending, telephone connections, residential wiring, wire joints and much more. It was encouraging for the volunteers to see the enthusiastic, smiling faces of so many young people. Their hard work was also paid off by the many thanks from



Students put on the gloves at the Powerline Technician area of the booth

Volunteers assist the students with wire joints



Susan Boorman, ECAO and Virginia Pohler, IBEW Local Union 120, answer questions regarding apprenticeship and the electrical trade



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students, teachers, guidance counsellors and others.

Local media and radio stations were on hand to promote the event as well as conduct on-camera and radio interviews with the participating trades.

The popularity of the Powerline Technician activities kept the K-Line Maintenance Construction volunteers and the Electrical & Utility Safety Association on their toes. The pole climbing demonstration was certainly the most popular at this section of the booth.

The success of this year's event would not have been possible without the outstanding support from industry stakeholders and suppliers. ECAO/IBEW wishes to extend a special thanks to everyone who contributed to this year's success.

ECAO/IBEW looks forward to Future Building 2009 which will be hosted in Toronto.

## IN RECOGNITION

ECAO and IBEW would like to recognize the following organizations for their generous support in donating materials and resources for Future Building 2008.



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# A New Breed of Tax-Busting Mutual Fund

By Stanley Tepner

Did you pay too much tax on your investment income this year?

From my vantage point as a Chartered Accountant inside the investment/wealth management industry, it is crystal clear how dramatically income taxes decimate Canadians' investment returns.

For example, an Ontarian in the top marginal tax bracket has to give up 46.41 per cent of the interest income they earn in 2008 to taxes. In practical terms, this means that the after-tax return on a 3.25 per cent guaranteed investment certificate (GIC) is only 1.74 per cent, which is less than the annual inflation rate. You can watch the purchasing power of your savings erode right before your eyes!

Alternatively, when you earn a dividend from a foreign company, once again you are faced with an immediate 46.41 per cent income tax burden.

We have all heard about the "power of compounding," where you enjoy the growth of both your capital and your re-invested earnings on that capital. But when you have to remit almost half of those earnings to the government, compounding loses a lot of its power.

Fortunately, a new breed of tax-busting mutual fund has been created that allows investors to transform highly-taxed investment income into investment income that is either subject to lower rates of tax, or better still, into investment income where there are no current income taxes at all. This is what the "power of compounding" is really all about.

Before we take a close look at this new breed of mutual fund, let's quickly review the basics of investment income taxes, which will help us truly appreciate the benefits of the new breed of fund.

## Different tax rates for different kinds of income

Not all investment income is taxed at 46.41 per cent in Ontario. As the accompanying chart demonstrates, some forms of investment income are more

"tax-efficient" than others, which means that they attract a lower rate of tax, and hence leave a larger pool of after-tax income.

Type of income	Top marginal tax rate	What's left after-tax from \$1,000 income
Interest earned	46.41%	\$535.90
Foreign dividends received	46.41%	\$535.90
Eligible Canadian dividends received	23.96%	\$760.40
Capital gains realized	23.20%	\$760.80
Return of capital distributions received*	0.00%	\$1,000.00

\*return of capital distributions are usually not taxable in the year they are received, but typically lead to a higher capital gain when the investment is eventually sold

What the chart clearly demonstrates is that an investor would be considerably better off on an after-tax basis if the \$1,000 investment income earned is treated as a return of capital (ROC) than any of the other forms of income. Unfortunately, only a very limited number of investments offer returns that are 100 per cent ROC. It generally doesn't matter whether you own individual securities yourself, or whether you own them in a mutual fund, in an investment pool or in a separately managed investment account. If your payment of income is in the form of a dividend from a foreign company, you have to claim it as such on your tax return and expose this income to the highest marginal tax rate.

Until now. As we will soon see, the new breed of tax-busting mutual fund provides investors with the ability to completely separate their taxation preferences from their investment preferences. This opens enormous planning opportunities for both individual and corporate investors.

## Investments

Let's first review the history of mutual funds from the tax perspective to see exactly how ground-breaking the new breed of mutual fund actually is.

### The evolution of mutual funds

▲ a. The **trust structure**: although some mutual funds were originally structured as corporations, the vast majority were set up in the legal structure known as a mutual fund trust. With a trust structure, a mutual fund distributes all realized income and gains to unit holders, in order to avoid paying tax on the income inside the trust. Unit holders receive T-3 tax slips that allocate their share of the fund's income to them. If the fund realizes foreign dividends and capital gains, respectively, the T-3 slips would require investors to report foreign dividend and capital gain incomes on their personal tax returns. When an investor in a mutual fund trust either switches the fund within the fund family, or sells it outright, a disposition takes place and the investor must calculate their capital gain or loss on the transaction and report it on their tax return.

▲ b. The **corporate structure**: the corporate "class" or "tax class" structure was later developed to enable mutual funds to potentially reduce the immediate distribution of all income to shareholders (mutual fund trusts have unit holders, corporations have shareholders), and to allow shareholders to switch among different offerings of the fund company's corporate funds without triggering an immediate capital gain or loss.

▲ c. The **tax-busting corporate structure** is the most recent and most powerful development in the evolution of mutual funds. It allows for all the tax benefits of other corporate structured funds (potential reduction of taxable income distributions, tax-free switching), and adds a unique element: the ability for the shareholder to dictate how they prefer to receive their income (or leave the income inside the fund for compound growth) and how they prefer to be taxed on the income and distributions generated by the fund (or how not to be taxed at all), regardless of what the investment mix is inside the mutual fund.

### The new breed of tax-busting mutual fund

This separation of the tax impact and the investment selection is very powerful. Investors in the new breed of fund can opt to participate in any or all of the four different tax classes, and switch among these tax classes as their personal circumstances change. The four individual tax classes enable investors to:

- ▲ 1. Receive **annual capital gains distributions** (subject to the 23.2 per cent top rate);
- ▲ 2. Receive a **fixed monthly Canadian taxable dividend** (at a yield of approximately 6 per cent per annum; subject to the 23.96 per cent top rate);
- ▲ 3. Receive a **fixed monthly ROC distribution** (at a rate of approximately 7.5 per cent per annum; subject to 0 per cent immediate tax and deferral of the capital gains tax rate of 23.2 per cent); and/or
- ▲ 4. Receive **no distributions and maximize the after-tax value of their portfolio through tax deferral.**

The new breed of mutual fund also provides a wide range of investment options, and investors can switch among these options, without triggering capital gains or losses.

What this means is that investors can, for example:

- ▲ a. Choose to earn capital gains on a money market fund;
- ▲ b. Choose to earn taxable Canadian dividends on a bond fund;
- ▲ c. Choose to receive ROC distributions on an American equity fund; and
- ▲ d. Any other combinations that make investment sense AND tax sense



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The new breed of mutual fund offers corporations with long-term portfolio investments and short-term liquid savings the opportunity to dramatically enhance their after-tax returns, build up the Capital Dividend Accounts, and also make highly tax-efficient distributions to shareholders.

#### A real life example

Calvin, aged 60, recently realized an after-tax profit of \$4,000,000 from the sale of his business, and wished to invest this money to give him an after-tax income of \$200,000 per annum. He held the \$4,000,000 in his personal account, not in a corporate account. He had unutilized tax losses of \$15,000, and considered himself to be a conservative investor. He had absolutely no other income.

The challenge:

- ▲ 1. Protect and conservatively grow Calvin's capital
- ▲ 2. Tax optimize the investment portfolio and the \$200,000 income stream

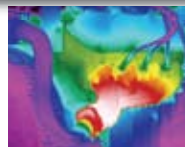
Steps:

- ▲ 1. **Determine the optimal investment mix:** in this instance, an asset mix consisting of 60 per cent conservative equities (75 per cent in Canada, 25 per cent foreign), 30 per cent Canadian bonds and 10 per cent Canadian money market funds were selected to suit his investor risk profile, using a selection of tax-busting corporate structure funds.
- ▲ 2. **Create the \$200,000 income stream:** this was created in two parts:
  - a. First, generate \$51,200 from Canadian dividends (\$853,000 of his \$4,000,000 was allocated to the Canadian Dividends class; at 6 per cent, the class paid \$51,200 to Calvin); an Ontario resident may receive \$51,200 in Canadian dividends virtually tax-free if they have no other taxable income this year.
  - b. Then, generate \$148,800 in tax-free distributions from the ROC class (\$1,984,000 of his \$4,000,000 was allocated to the ROC class; at 7.5 per cent, the class paid \$148,800 to Calvin) to attain the \$200,000 desired after-tax income level
- ▲ 3. Clean up his \$15,000 historical tax loss: this was done by allocating \$300,000 to the Capital Gains class; if the fund distributes \$15,000

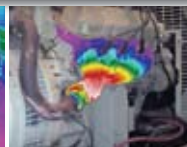
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capital gains that first year, the tax loss will have been used up.

- ▲ 4. Invest the remainder of the \$4,000,000 (\$863,000) in the Tax Deferred Growth class (once the capital loss has been used up, the \$300,000 from the Capital Gains class should be switched, on a tax-free basis, to the Tax Deferred Growth class).

Calvin's initial portfolio thus consisted of:

\$ 853,000	Canadian dividends class
\$1,984,000	ROC class
\$ 300,000	Capital gains class
<u>\$ 863,000</u>	Tax deferred growth class
<b>\$4,000,000</b>	

It generated \$200,000 of dividends and ROC to him while attracting almost no tax, and the remainder of his portfolio is designed to enjoy potential long-term tax-deferred growth.

### In conclusion

So have you been paying too much income tax on your investment? Why don't you look at your recent tax return and review schedules 3 (capital gains) and 4 (investment income) to see how much you earned that was subject to tax. Then estimate what your tax bill was for these amounts.

Finally, consider how much less income tax you might have owed if your interest income was taxed as capital gains, and all your other investment income and capital gains deferred any taxes way off into the future. Perhaps the new breed of tax-busting mutual fund can help you achieve your goals.

Because when you efficiently manage your taxes, you efficiently manage your wealth accumulation.

*Stanley M. Tepner, MBA, CA, CFP, TEP, is a First Vice President and Investment Advisor with The Tepner Team at CIBC Wood Gundy in Toronto. He can be reached by telephone at (416)-229-5566 or 1-(800)-488-8688 or by e-mail at [stan.tepner@cibc.ca](mailto:stan.tepner@cibc.ca)*

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## EXCAVATION

### Traffic controls and work area protection

If you are exposed to motor vehicle traffic or heavy mobile equipment, wear your fluorescent warning vest.

If working near street traffic, ensure traffic controls are in place before you begin work. If they are not, notify your foreman.

Ensure work area protection — guardrails, rope-off tape, screens, plywood covers and other barricades — is in place to protect workers and the public. If such protection is not in place, stop work until your foreman can correct the situation.

Ensure warning lights and warning signs are in place. If they aren't, notify your foreman.

Ensure you have adequate crossing means over excavation where necessary. If you don't, notify your foreman.

If asked to assist an equipment operator with obstructions or foot traffic, do so. Let your foreman know if such assistance is taking too much time away from the work you must do — because of conditions, it may be necessary to assign an assistant.

### Utility installations

Someone should have already identified utility lines and infrastructure — prior to excavation, ensure you

know what they found and where those items are.

Protect, support, or remove utility items when excavation is open.

Protecting workers in the hole:

- Ensure sides of the excavation slope in a ratio that is appropriate to the type of soil.
- Shore, brace or underpin adjoining structures as needed to provide stability to adjoining bridges, sidewalks, streets and other structures. Instructions for this should be in your work plan, but never take that for granted.
- Install shoring per the OSHA standards.
- Do not subject trench shields to loads exceeding their design capacity.
- Remove or support trees, poles, landscaping and other items that might create a hazard.
- Ensure equipment, excavated soil and materials are at least two feet from the edge of the excavation.
- Provide a safe means of egress and ingress every 25 feet in trench excavations that are more than four feet deep.
- Take the necessary steps to eliminate water accumulation. This may include pumping, draining, or siphoning.

### Hazardous atmospheres

Test for explosive atmosphere for any of the following situations:

- Buried gas lines within 100 feet.
- Petroleum storage tanks within 50 feet.
- The excavation is in or near existing or previous swamp or landfill.
- CO<sub>2</sub>-producing equipment is nearby or other hazardous gases may be present.

### Emergency rescue

Know the emergency phone numbers you need. Every crew member, not just the foreman, needs to know the number for the safety superintendent and local utility companies.

Ensure your crew has at least one cell phone or radio capable of calling for help if you are working on a back shift or in a remote area.

Know the location of your first-aid kit, rescue equipment, and fire extinguishers. Ask your foreman if you don't know.


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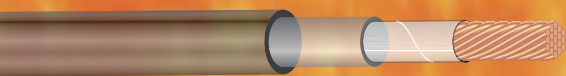
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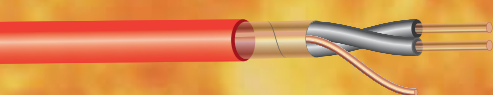
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# 2008 ECAO annual report

## PRESIDENT'S MESSAGE

By Fred Black



It is a pleasure to present my first report to the membership as president of ECAO. My first year in office has been both rewarding and challenging. I am reminded of the saying, "May he live in interesting times." Like it or not, the industry and the ECAO are in interesting times; but far from being a curse, such times of rapid change, growth and uncertainty generate the kind of creative energy required to take us to the next level.

This annual report doesn't just look backward at the year that was, but looks forward to addressing the challenges and opportunities that will arise going forward. I will touch on a few points here, but please take the time to read each of the committee chairs' reports for a detailed discussion and to acknowledge the hard work of the ECAO members who serve.

### Work Activity

Ontario finished 2007 with record manhours — almost 20 million. The work picture was good in ten of the thirteen areas of the province. At the other end of the scale, Niagara, Quinte-St. Lawrence and Thunder Bay had record lows. This disparity poses significant problems for ECAO's labour relations policy, not only for settlement amounts but for contractor mobility as well, which will need to be addressed by the Electrical Trade Bargaining Agency in preparation for 2010 negotiations.

At the same time, Infrastructure Ontario is adding approximately 30

per cent to our traditional marketplace over the period 2007-2010 with the addition of numerous hospitals, data centres and other government facilities. This may be offset by problems in the domestic automotive market as GM, Ford and Chrysler grapple with high gasoline prices, the Canadian dollar and restructuring of their product lines. Regardless, there is growing evidence of regional shortages of journeypersons in the ECAO work sector which will have to be managed by the Human Resources Division and the Local Apprenticeship Committees. Apprentice ratios and better utilization of our pre-apprenticeship program will be on the agenda.

### Labour Relations

The Post Negotiations Wage Adjustment (PNWA) legal process which is part of our No Strike/No Lockout Accord was invoked for the first time since 1992. As the result of a rogue settlement by the Demolition contractors, the IBEW demanded and was granted an additional \$2.15 per hour (total \$5.95 over three years) by the arbitrator.

This legalistic application of the adjustment formula has caused significant damage to the relationship with the IBEW and to the concept of No Strike/No Lockout negotiations. ECAO and ETBA boards will meet in joint session to re-tool the Association labour policy later this year. The future of the No Strike/No Lockout process will be the

main topic, with special emphasis on the wage adjustment process.

### Utility Restructuring

ECAO has been very successful at the Ontario Energy Board ensuring a level playing field between utilities and contractors for private sector work. The most recent decision clarifies that new connections for private customers is "contestable work" and not a Hydro One monopoly. (See article by Ian Mondrow.) The challenge for ECAO and its members is to ensure that these high level policy decisions are put into effect "on the ground." To ensure follow-through, ECAO is advocating development of an industry protocol for managing the interface between private and utility work.

### Apprenticeship

The big news in apprenticeship this past year was the appointment of Tim Armstrong to review compulsory certification and its possible expansion to other trades. I have commented extensively on this issue and remain firm in the belief that enforcement of the trade regulation and apprenticeship contract is key to the continued success of our trades training program. (See Spring 2008 edition of *The Ontario Electrical Contractor*.)

The issue of apprentice ratios has been in the news throughout the year. The non-union sector has argued for more apprentices to make up for a lack of non-union journeypersons. ECAO believes that rewarding those who don't graduate journeypersons in

# 2008 ECAO annual report

the first place with additional cheap labour will not relieve their journeyperson shortage. Ratios are only relevant to manpower planning when coupled with effective enforcement and a focus on actually producing qualified journeypersons.

Hopefully when Armstrong's report is released, it will provide a forum for bringing the issues of compulsory certification, labour supply, ratios and enforcement together for full consideration by government and industry.

## Getting Paid

The Supreme Court of Canada denied leave to appeal the Kennedy Electric Construction Lien Act case. ECAO is now lobbying to have industrial process work included as an improvement to the property for the purposes of the Construction Lien Act and restoring the status quo. ECAO is joined by the Council of Ontario Construction Associations (COCA) and numerous other parties in the effort to amend the CLA. (See article by David Surplis.)

ECAO has also launched its Task Force on Payment Issues with the objective of improving member education and association support for members facing payment challenges.

As I mentioned at the opening, these are busy, but exciting times for the industry and for ECAO. I must thank the ECAO board, ETBA and staff for their dedication to our cause and look forward to the application of your creative energy to the challenges before us.

## EXECUTIVE VICE-PRESIDENT'S MESSAGE

By Eryl Roberts



Throughout this annual report are references to major events that affected the ECAO and its members during the past year and plans for dealing with those issues to the benefit of ECAO electrical contractors over the next year. President Fred Black noted that these are "interesting times" for ECAO and that such times bring out the creative energy and ingenuity necessary for moving forward.

Nowhere is this truer than in the aftermath of the Post Negotiations Wage Adjustment decision and the 2010 renewal (or not) of the ETBA/IBEW no-strike negotiations protocol.

For the first time since the inception of the "Joint Proposal," as the no-strike system is known, the ETBA and IBEW failed to agree on an appropriate adjustment and engaged instead in an artificial legalistic battle based on whether a rogue settlement

by a division of the Labourers union should be considered an appropriate comparison. By the time the decision of the arbitrator had been rendered as to the amount of the adjustment, the parties' relationship had deteriorated to the degree that even the monetary split between 2008 and 2009 could not be bargained, and it too had to be decided by the arbitrator.

This experience stands in stark contrast to the pragmatic and practical approach used by the ETBA and IBEW under the Joint Proposal in the past and recalls the attitude and inflexibility which marked the relationship in the 1980s with its recurring and worsening strikes.

So after 20 years of strike-free collective bargaining, we seem to have come full circle.

In accordance with its terms, the Joint Proposal must be renewed by

the ETBA and IBEW memberships prior to each round of collective bargaining. This is an escape clause insisted upon by the IBEW so they could bail should the process ever fail to meet their needs. Ironically it is the ETBA who will be the first to seriously consider the value of the Joint Proposal to its membership and the conditions for its renewal.

The review will naturally be done against the backdrop of the 2008 wage adjustment process, but that is not the only issue. Over the years certain challenges have become apparent to which the Joint Proposal has not been able to adapt.

At its core the Joint Proposal is about interest based, as opposed to power based, language negotiations. The first Joint Proposal generated reams of language amendments on issues as complex as funding for continuation of benefits for injured workers and

# 2008 ECAO annual report

inside/outside jurisdiction. Since 2001, there has been very little in the form of meaningful language negotiations and in 2007 there was none.

In place of language negotiations at the bargaining table, the IBEW has made resolving language items a “precondition” to renewing the Joint Proposal. In effect the renewal process has been treated as a proxy for a strike reintroducing some form of power bargaining into the model and further eroding the interest-based, mutual gains foundation of the original Joint Proposal.

The Joint Proposal has also failed to adapt to changing economic and market conditions which have been recognized by other trades through differential monetary settlements and sector specific agreements. The traditional one-size-fits-all approach based on the big industrial or infrastructure jobs is creating a number of “have-not” areas in the province. An underclass of contractors who do not (or cannot) participate in these benchmark markets is also developing within each area. These are the

very members least able to absorb the effects of the wage adjustment and also the least reliant on the security provided by the Joint Proposal.

And finally there is the adjustment process itself, which as a result of its latest exercise has completely outstripped its original intent. The adjustment process was agreed to by the ETBA as a commitment to the IBEW that they would not suffer wage losses in comparison to other trades by giving up the right to strike. In 2008, the IBEW has leapt ahead of the other mechanical trades to a degree that will not only destabilize our own markets, but could also affect the next round of bargaining generally.

After 20 strike-free years and a generation of workers and employers who have not experienced (or don't remember) the 1980s, it is difficult to imagine a return to traditional collective bargaining. From what I have heard so far, and it is still early days, there is not yet a general clamour for the good old days. There is, however, a realization that everything about the relationship with the IBEW has

changed. It has been changing for a long time and the Joint Proposal which is the vehicle that manages the relationship has failed to change with it.

The refurbishing of the Joint Proposal will not happen overnight, but we all know that if it is to be done, it must be done soon. The only default to a negotiated settlement is a return to traditional bargaining. For the first time in two decades, the expiry date of the collective agreement has significant implications for everyone associated with it.

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Dan Toppazini,  
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Eryl Roberts,  
*ECAO (Secretary)*

# 2008 ECAO annual report

The Contractor & Industry Standards committee undertakes to develop and promote the accepted definition of what makes a qualified electrical contractor and works with other like-minded stakeholders to develop standards of safe and professional electrical installations.

In addition, the committee develops ECAO policy on sound commercial practices for electrical contractors and promotes industry accepted standards for tendering, contracts and payment. This includes representing the views of members to government on issues such as the Construction Lien Act or other legislation impacting on industry commercial practices and may also include representation of individual members involved in potentially precedent setting cases before the courts or other tribunals.

## **Provincial Licensing of Electrical Contractors**

The Electrical Contractor Registration Agency of ESA (ECRA) will have been in full operation for a year-and-a-half by the time of the ECAO annual meeting in June. Since start-up ECRA has licensed approximately 6,000 electrical contractors of whom about 2,000 are operating under transitional "provisional" licenses.

The enforcement phase of licensing began gradually, but is now in full gear as conditional licensees and first renewals reach their anniversary date.

The ECRA Board has struggled with several policy matters during the first year including the status of residential air conditioning contractors who were granted the right to do some electrical work by the government; the appropriate licensing response to electrical fatalities on job sites; and the relationship between the ECRA and ESA governance structures.

The ECRA Board is made up of contractor representatives, consumers, government and ESA. ECAO is represented on the ECRA Board by Glenn Carr (Chair) and Gary Beer.

## **ECRA Master Examining Board**

Glenn and Gary also sit on the ECRA Master Examining Board (MEB). The MEB is responsible for creating and administering the Masters exam and the pre-exam course. Under their guidance, the exam and course are being edited to better reflect the knowledge required to run an electrical contracting business today. While code issues will remain central to the Masters exam, the content on occupational safety, consumer protection, business practice and law will be significantly increased.

Demand for the pre-exam course remains strong but is expected to level off as provisional license holders complete their Masters.

## **Line Contractor Licensing**

As this report is being written, the ECRA is hosting stakeholder meetings with line contractors to develop industry consensus regarding establishing a High Voltage Contractor license to mesh with the Electrical Contractor license. (See Power & Utility Sector report.)

## **ESA Relations**

Maintaining an open dialogue with ESA is an important function of the Contractor & Industry Standards committee. Day-to-day issues between contractors and ESA operations are discussed at the ESA Contractor Advisory Council (CoAC). ECAO is represented on CoAC by:

- Gary Beer
- Glenn Carr
- Dan Lancia
- Sandy Ragno
- Joe Spadafora
- Eryl Roberts

CoAC also acts as a recruiting ground for subject experts to staff various ESA committees such as the Ontario Provincial Code committee, appeals tribunal, ECRA and MEB.

## **Standard Practices &**

### **Task Force on Payment Issues**

ECAO continued its involvement in the Kennedy Electric case (where the courts ruled that installation of industrial process work is not covered by the Construction Lien Act) by supporting leave to appeal to the Supreme Court of Canada. The application for leave to appeal was denied ending any further legal action, but opening a window for changing the Lien Act to better serve the interests of ECAO members. ECAO has joined with the Council of Ontario Construction Associations (COCA) in a broad industry effort to improve the Lien Act including, among other things, an amendment to handle the Kennedy issue. (See article by David Surplis.)

The ECAO strategic plan charges the Contractor & Industry Standards committee with establishing a task force on all matters related to prompt and full payment for work performed by electrical contractors. The task force concept was prompted by growing frustration among members about getting paid and brought to a head by the Kennedy case and other threats to payment security. The Task Force will be appointed and make its first report at the Annual General Meeting on June 18. Tom Vivian, formerly of the Construction Bid Depository of Ontario, has been retained to manage this venture.

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## HUMAN RESOURCES DEVELOPMENT

**Gary Carr,**  
*Bright Electric (Peterborough) Ltd. (Chair)*

**Fred Black,**  
*Stevens & Black Electrical Contractors*

**Gary Ganim,**  
*Betron Electric Ltd.*

**Ron Goode,**  
*Ferguson Electric Limited*

**Scott Kenyon,**  
*E. S. Fox Ltd.*

**John Wright,**  
*Ontario Electrical Construction Co. Ltd.*

**Susan Boorman,**  
*ECAO (Secretary)*

In 2008, the Human Resources committee had a change in leadership. After many years of diligent service, Fred Black stepped down as chair to take on his new role as president of ECAO, although he continues to serve as a member of the committee. It was a unanimous vote to elect Gary Carr, a long time member of the committee, to take on the role of chair. The Human Resources Committee members and ECAO wish to thank Fred for his dedication and leadership over the years.

The Human Resource Committee continues to focus their efforts on completing the tasks set out in the 2005 strategic planning sessions. To date about 75 per cent of this list has been completed. The Human Resources Committee continues to keep abreast of issues that are emerging from the Ministry of Training, Colleges and Universities; the Workers' Safety and Insurance Board (WSIB); the Construction Safety Association of Ontario (CSAO) and the National Electrical Trade Council (NETCO).

In 2007 and 2008, the Labour Management Health & Safety Committee (LMH&SC) worked via a sub committee to revise the regulatory changes in the Accident Prevention

Education Program (APEP) Blue book and give it a facelift. To accommodate the regulatory changes and make the book more useful as a resource tool, it has doubled in content but will remain in the pocket book style as before for easy use on the job. The revised edition is in the final stages of print production and is anticipated to be released for distribution to the industry in the fall of 2008.

Another initiative that the LMH&SC has been working on is an Arc Flash Hazard Protection reference card which will provide examples of work involving energized equipment and the associated arc flash hazard/risk category and protective clothing required. Approval of this card took place at the LMH&SC committee meeting held in March 2008. Before the card is made available to the industry, it must be approved by the other mechanical trades, which is expected in the near future. The card will be made available in PDF format on the CSAO website and will also be included in any arc flash training that is delivered by CSAO.

A subcommittee of the LMH&SC has been struck and has so far had two very productive meetings to work on the rewrite of the "Working Live" module of

the APEP program. The last revision to this module was done in 1994 so extensive revisions are required to bring the program up to date. It was recognized immediately that the module name needs to be changed from "Working Live." One suggestion is to rename it "Working On or Near Energized Equipment." A draft is expected to be presented to the LMH&SC by late fall 2008 for their review.

Training Courses continue to be a focus of ECAO, a few examples which are:

- Construction Electrical Estimating
- Electrical Project Supervision
- Fire Alarm & Protection Certification Program
- Energy Efficiency Contractors Network

There is a concern over the lack of participation of ECAO members to courses that are available to the membership through ECAO. The HR Committee has made a recommendation that a survey be developed and distributed to the membership to research what the reasons might be for not attending.

The Certified Fire Alarm Electrician

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(CFAE) program is currently undergoing revision. Module I is expected to be completed and ready for the fall of 2008. Levels II, III and IV will be undergoing similar review. Expectations for the release of the new Level II, is projected for September 2009.

The Fire Alarm Update program continues to be modified for delivery as an online program.

**Review of Compulsory Certification** has been a main focus of the HR Committee in 2007 and 2008. Tim Armstrong has been appointed by the MTCU to review and study the implications of expanding compulsory certification. This will include factors such as health & safety, consumer protection and economic impact. ECAO in conjunction with

the Construction Compulsory Trades Committee made a written submission and attended a focus group session in Toronto with Tim Armstrong. The message to Mr. Armstrong was very clear: "we are in favour of the expansion of compulsory certification, but not to the detriment of the existing compulsory certified trades." The submission stressed that fragmentation of the trade and exemptions were not acceptable. It is expected that the final report from Mr. Armstrong will be released sometime in May 2008.

**Restructuring of MTCU** took place in the late summer of 2007. In the past MTCU was broken out into three silos: Apprenticeship, College and University. Under the new restructuring there are now 17 silos of which one is the

Employment and Training Division where apprenticeship will be housed.

In September 2007, the HR committee sent to all of the local JAC's and ECA Managers a memorandum asking them to monitor any improvements or worsening changes with MTCU and to report their findings back to ECAO. Reports are expected in by June 2008 at which time ECAO will address concerns from the various areas back to MTCU.

The **National Electrical Trade Council (NETCO)** held a very successful conference in November 2007, with delegates representing a good cross-section of the electrical industry from across Canada. (Visit [www.cecac.org/netco](http://www.cecac.org/netco) for additional information.)

## MEMBER SERVICES

**Brad Walker,**  
*Laframboise Mechanical-Electrical Ltd. (Chair)*

**Ed Braithwaite,**  
*C & C Enterprises Electrical Construction Limited*

**Gary Carr,**  
*Bright Electric (Peterborough) Ltd.*

**Joe Spadafora,**  
*Procon Niagara*

**Bob Ritzmann,**  
*Trade-Mark Industrial Inc.*

**Lucy Roberts,**  
*ECAO (Secretary)*

### Member Advantage Program

The member services committee of ECAO uses the collective purchasing power of the entire membership in order to obtain products and services at discount rates which would not ordinarily be available to individual companies. ECAO has teamed up with key providers to the electrical industry to help members save on items and services they use every day through negotiated price reductions and value-added packages. These benefits of membership are available only to current members of ECAO and include:

- ECAO has partnered with Avis to provide the members with great

discounts and value-added offers on leisure and business travel.

- **Publications** produced by ECAO, the **Canadian Electrical Contractors Association (CECA)** and the **National Electrical Contractors Association (NECA)** in the U.S. ECAO members have access to publications at member prices through ECAO's affiliation with CECA and NECA.
- **Choice Hotels** discount plan provides discounts for business and leisure accommodations for owners, employees and mobility workers. You'll receive discounted room rates, room upgrades (subject to availability),

free coffee and a newspaper, plus free local calls, data ports and continental breakfast at most locations.

- **Corporate Express** is ECAO's preferred supplier of office products in terms of overall value, quality of service, product offering and customer service. ECAO members receive 48 per cent off the retail price without the need to search multiple suppliers.
- Members can take advantage of professional web site development services from **Digital Internet Group** at specially reduced rates for ECAO members. Prices range from \$400 for a single page, \$800 for 3

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pages or \$2,800 for a full website (5-10 pages). For members with unique needs, a fully customized online solution can also be provided.

- **Fuel discount group purchase plans** provided by **Esso** and **Petro-Canada**. By partnering with two competing service providers, the fuel purchase program has not only expanded the members' opportunity to obtain discount fuel but has increased the overall benefit to the association and therefore its members.
- **Federated Insurance** provides ECAO members with preferred rates on commercial general liability and property insurance as well as personal lines such as home and auto.
- **Jim Peplinski's Leasemaster National** provides ECAO members with an individualized auto leasing experience at fleet leasing rates.
- **Lumbermen's** has been providing credit reports since 1915 and is widely considered to be the most up to date and factual source for construction and project credit information. The ECAO program is \$895 plus GST annually and includes:
  - Ontario Weekly Lien and Litigation Bulletin
  - 10 On File or 5 fully updated Credit Reports Construction
  - Project Credit reports
  - Third Party Collection Services
  - Five (5) free Legal Demand Letters
  - Construction Lien Registrations, and
  - Litigation Services.
- ECAO members and their employees are entitled to a 10 per cent discount from **Mark's Work Warehouse** on Mark's and Dakota Work Pants & Shirts, Coveralls, Overalls, Carhartt & Helly Hansen Merchandise, DH & Dakota Jeans, T-shirts, Polos, Sweatshirts, Work Gloves, Safety Accessories and CSA Approved Safety Footwear.

- **MERX** is the most complete source of public tenders, private tenders, U.S. tenders and private-sector construction news available in Canada. ECAO members receive a 10 per cent discount on their Private Construction Service.
- **NEBS** has everything to be your top business resource with cheques, business forms, office supplies, promotional and advertising items, work apparel, labels and envelope printing — plus expert advice to start, promote and manage your business. ECAO members receive 10 per cent off of products purchased for the first time and 5 per cent off product re-orders.
- **The Quality Connection Health & Safety Program** provided by the Joint Electrical Promotion Plan is available free exclusively to ECAO members and is now available on CD.
- **Residence & Conference Centres – Canada** can provide accommodation at universities and college campuses across Ontario for your mobile workers at a rate of \$54.95 for a two bedroom suite. The rate includes continental breakfast, daily housekeeping and linen service, on-site laundry and kitchen facilities, spacious hospitality lounges/game rooms and outdoor patios with BBQ's. Suites are available Sunday through Thursday nights and are located in the following areas: Toronto, Oakville, Oshawa, Brampton, Ottawa Downtown, Hamilton, Brockville, Kitchener, King City, Welland, Windsor, Kamloops, B.C., Ottawa West, Niagara-on-the-Lake and Toronto East.
- ECAO's Health & Welfare Insurance and Group RRSP/Pensions for non-bargaining unit employees are provided by **Skipwith & Associates**. Our relationship with Skipwith & Associates spans a decade and is one of our most valuable member advantages.

## Contact Us

Visit the members section of the ECAO website at [www.ecao.org](http://www.ecao.org) and click on "Services for Members" or contact the ECAO office at 1-800-387-ECAO to get all the details!

## Feedback

In order to keep the array of services up to date and of high quality, the member services committee regularly surveys the members' opinions with respect to the quality of existing products and services and the need for new or additional lines.

ECAO will be conducting future surveys on-line in order to save members time and money while obtaining this valuable feedback.

## New Products

Responding to members' input regarding the need for new products and services, the ECAO is currently investigating the following:

- A preferred interest-rate capital asset leasing program through **Canadian Equipment Leasing Corporation (CELC)** for financing of equipment and other assets/leaseholds for every member of the ECAO.
- **Enterprise Rent-A-Car** corporate class business rental program providing members with convenient and economic flat rates across Canada with value-added benefits and the finest in customer service.
- New technology in Flame and Arc Resistant fabrics provided by **MWG Apparel Corp.** which can offer you clothing that is cooler, more comfortable and yet more durable than what has been available, customized for the electrical industry at a group rate.

## Associate Membership

The purpose of the associate members program is to organize and promote the activities of those persons, firms, and corporations who are directly or

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indirectly involved with the electrical contracting industry; to promote better relations between electrical contractors and those who provide support services to the contractors; and, to promote high professional standards for the conducting of business to the betterment of the industry and the consumer.

The ECAO Associate Member class has increased steadily since it began a few years ago. Associate Member's receive the highest priority for networking opportunities with the membership and are listed prominently on the ECAO website.

The Associate Members' Executive Council which advises ECAO on Associate Member relations is comprised

of five categories and is represented by the following individuals:

- Vacant (Inspection or Certification Agency)
- Steve Moreau, Moeller Electric (Manufacturer)
- Bob Lawday, Hesco Electric Supply (Distributor/Supplier)
- Debbie DeCaire, Skipwith & Associates Insurance Agency Inc. (Consultant/Soft Services Supplier), and
- Rob Milner, Flir Systems Ltd. (Other).

The Associate Members and other industry partners participated in a Product Exposition last June at the

Ottawa Congress Centre held in conjunction with the CECA 2007 National Industry Conference hosted by ECAO. The tradeshow provided delegates with valuable resource information and an opportunity for education and networking with our industry partners. A Product Exposition will be held every three years in conjunction with ECAO conferences held in Ontario — the next one being 2010.

The Associate Members' Executive Council also produced the 2008 ECAO Calendar, which was sent to the members last November providing an informative and relevant planning tool for electrical contractors. The Council is currently planning the 2009 edition.

## PUBLIC RELATIONS & COMMUNICATIONS

**Jack Gibson,**  
*Aecon Industrial (Chair)*

**Doug Cormier,**  
*BML Multi Trades Group*

**Ken Crawford,**  
*C & M Electric Ltd.*

**Tim Krause,**  
*Ecco Electric Limited / Robert Steven,*  
*Corroll Technologies*

**Chris Krueger,**  
*PowerTel Utilities Contractors Limited*

**Bob Lawday,**  
*Hesco Electric Supply*

**John Raepple,**  
*John Raepple Electric Ltd.*

**Lucy Roberts,**  
*ECAO (Secretary)*

The Public Relations committee is responsible for maintaining communications between ECAO, its members and the public. It is also responsible for the development, promotion and administration of industry recognition awards. The PR committee has welcomed a new member, Chris Krueger, representing the Northern Ontario area and has welcomed back a previous member, Robert Steven, representing the Niagara Peninsula

area. Thanks to retiring members Tim Krause, Ecco Electric and Doug Cormier, BML Multi Trades Group for their past participation.

### **Electronic Communication/ Web Development**

ECAO continues to use its website as the primary source of information for members. A new section added to the ECAO website is the "Frequently Asked Questions" section or "FAQ," which will provide information for

members, staff and the general public. Questions may be posed by web users which will then be answered by ECAO staff and added to the databank for future reference by others. The "Find a Contractor" section continues to be a primary target within the ECAO website and is an important marketing strategy for the members, particularly those that do not yet have their own website. It is also the focus of promotion efforts by ECAO

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at tradeshow such as PM Expo held in early December and the Springfest show held in April every year.

ECAO continues to promote the use of electronic communication to its members where possible. Electronic communication reduces the costs associated with communicating timely information to the membership and allows ECAO to make the best use of valuable resources. ECAO member email penetration is currently at 88 per cent.

## Annual Meeting/Industry Conference

ECAO hosted the very successful CECA 2007 National Industry Conference & Product Exposition last year in Ottawa, Ontario.

This year, ECAO will be holding their Annual General Meeting in Toronto,

June 18 with an "Evening at the Races" to follow at the Woodbine Racetrack. The 2008 Annual Industry Conference will be held September 7-13 this year at the Hotel Guadalmina Spa & Golf Resort in Marbella (Málaga) Spain. The 2009 Annual Industry Conference will be held in Halifax, Nova Scotia, June 24-28 at the Halifax Marriott Harbourfront Hotel.

## Member Recognition

ECAO's Scholarship Program, which began in 2005, is open to children of ECAO members or employees enrolled in a post-secondary institution. Preference is given to those entering into a field of study related to the construction industry. The Public Relations Committee increased the scholarship awards for 2007 providing ECAO members with two

chances to win. The winners of the 2007 Scholarship Awards were Tyson Childerley of Dundas, Ontario and Josh Wellstood of Hamilton, Ontario. The Public Relations committee continues to administer the Douglas J. B. Wright Award in recognition of ECAO members or employees who have made a significant contribution to the electrical contracting industry. ECAO is pleased to announce that Glenn Carr, Campbell & Kennedy Electric (Ottawa) Ltd. was the 2007 recipient. ECAO also recognizes those member companies with exemplary safety records through the R. H. Carroll Safety Awards. Congratulations to Acon Industrial, Gemor Electric, Mid South Contractors and Tee-Jay Electrical and Instrumentation Services Ltd. for their 2007 win.

# ELECTRICAL TRADE BARGAINING AGENCY

**Peter Bryant,**  
*Esten Electric Ltd. — ECA Northern Ontario (Chair)*

**Rick Ball,**  
*White Pine Electric Ltd. — ECA Thunder Bay*

**George Docherty,**  
*Guild Electric Ltd. — Greater Toronto ECA*

**Doug Dinniwell,**  
*Western Mechanical Electrical  
Millwright Services Limited — Georgian Bay ECA*

**James Kellett,**  
*K-Line Maintenance &  
Construction Limited — Line Contractors*

**Erwin Krause,**  
*Ecco Electric Limited — Niagara Peninsula*

**Dario Maola,**  
*DMW Electrical Instrumentation Inc. — ECA Sarnia*

**David Mason,**  
*D. J. Mason Electric Co. Ltd. — ECA Hamilton*

**Al Gordon,**  
*Al Gordon Electric Limited — ECA London*

**Edward Norman,**  
*Martin Electric (1986) Limited — ECA  
Quinte-St. Lawrence*

**Ron Johnson,**  
*Local Electric — ECA Oshawa & District*

**John Raepple,**  
*John Raepple Electric Ltd. — ECA Central Ontario*

**John Salvatore,**  
*Mid South Contractors LTD.  
(Electrical) — Windsor ECA*

**Mike Caletti,**  
*Univex — ECA Ottawa*

**N/A,**  
*Industrial Contractors Association (ICA)*

**N/A,**  
*Electrical Power Systems Construction  
Association (EPSCA)\**

**Eryl Roberts,**  
*ECAO (Secretary)  
\*non-voting member*

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The Electrical Trade Bargaining Agency (ETBA) is the exclusive bargaining agent representing ECAO contractors in their negotiations with the International Brotherhood of Electrical Workers Construction Council of Ontario (IBEW-CCO). The ETBA is made up of one representative from each of the area ECAs as well as one representative from the line contractors committee, the Industrial Contractors Association (ICA) and Electrical Power Systems Construction Association (EPSCA). The latter two have not been active in the ETBA for some time. The ETBA negotiates and administers the provincial agreement with the IBEW-CCO and represents the interests of unionized electrical contractors with government and various industry tribunals including the Ontario Labour Relations Board (OLRB).

## **Principal Agreement & Post Negotiations Wage Adjustment**

2007 and the first quarter of 2008 have been taken up with implementing the 2007 negotiated agreement and dealing with the Post Negotiations Wage Adjustment (PNWA).

A key concern of the IBEW in negotiations was the subcontracting of communications, high voltage and other ancillary electrical work to non-signatories; and updating the communications agreement and industry practice around inside/outside jurisdiction. While no language was agreed to during bargaining these issues were meant to be ongoing concerns between the parties. To date only the issue of inside/outside jurisdiction has been dealt with to any degree, and in that case no final decision has been reached (at the time of writing this report).

Even though the Principal Agreement was renewed across the table

without the need for arbitration, the Joint Proposal includes a post-negotiations wage adjustment mechanism which will increase the rate if other trades settle higher than the electrical does. An adjustment takes effect on the first anniversary of the settlement or later as determined by the Electrical Trade Joint Board (ETJB).

Failure of the ETJB to agree on the appropriate adjustment results in referral of the issue back to the arbitrator for adjudication. The ETJB has always agreed in the past and the second stage has not been invoked by the IBEW until this round — 2007.

In 2007, the Demolition Contractors agreed to a \$7.00 increase and the Sprinkler Fitters and Plumbers settled for \$4.90 and more, while the rest of the industry settled around \$4.00 (electrical settled at \$3.80).

The IBEW demanded an additional raise of \$2.15 (average of the highest two) and were awarded this by the arbitrator who in a separate decision also awarded that the entire amount be paid in 2008.

There is no doubt that the Post Negotiations Wage Adjustment has completely changed our relationship with the IBEW-CCO and its affiliated unions, perhaps as greatly as the first No Strike/ No Lockout deal did... but in an entirely different direction.

The ETBA and the ECAO boards will meet in 2008 to re-engineer our labour relations policy toward the IBEW and other trade unions. There has been little input to suggest that we need to return to traditional negotiations, but nobody is interested in reliving the 2007-2008 experience.

## **Ontario Labour Relations Board**

The ETBA was required to intervene in a number of OLRB cases

in 2007, many involving the use of the General Presidents' Agreement (GPA) on work covered by the Principal Agreement. Some of these are now in Judicial Review. The ETBA has agreed not to challenge the long-term GPA's so long as they are not used for electrical construction and are not expanded beyond the sites traditionally serviced by the GPA. Clearly this agreement is not working and other approaches will have to be pursued in 2008.

As stated last year, there are ongoing cases related to inside/outside jurisdiction and age discrimination (the over 50 clause). The progress on these cases has been painfully slow, but the inside/outside jurisdiction cases will likely settle when the International Vice President issues a key decision on IBEW jurisdiction. The "Over 50" case will be decided in 2008.

In the meantime, LU 303, IBEW has signed an illegal agreement with a general contractor to construct a cogeneration plant within an existing paper mill. The Local Union has provided the general contractor with direct-hire IBEW electricians and even a Master Electrician so that the general contractor can be licensed as an electrical contractor.

ETBA has filed notice that the work is covered by the Principal Agreement; the IBEW has signed membership cards from the direct-hires and has filed an application for certification at the OLRB. The OLRB has also since published a decision which places cogeneration stations squarely within the Industrial, Commercial and Institutional sector of the construction industry and the scope of the Principal Agreement.

Regardless of the lack of concern for signatory electrical contractors displayed by the Local in this case,

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the ETBA will not back off its duty to represent its members' interests to the fullest extent. It is expected that a decision on the certification application and sectoral issues will be made before year-end.

Members presented with a grievance are reminded that ETBA provides no cost initial consultation on grievances and related matters, which can be accessed by contacting ECAO staff. If a grievance affects a provincial clause and/or a decision may have provincial policy implications, the ETBA may intervene.

## **Renewal of the Joint Proposal (No Strike/No Lockout)**

The No Strike accord must be renewed by the parties and ratified by the area ECAs and the IBEW members before each round of negotiations. As a result of the Post Negotiations Wage Adjustment decision, the renewal of the Joint Proposal will commence early, beginning in Fall 2008 with an ETBA-ECAO symposium. All of the options will be explored and the final decision to renew or reject the 2010 Joint Proposal will be the decision of the members.

The Joint Proposal was first ratified in 1991 and renewed in 1995, 1998, 2001, 2004 and 2007. By the expiry of the current agreement, the ETBA and IBEW-CCO will have been strike-free for 20 years.

## **Research**

The ETBA continues to perform labour relations research including unionized industry market share. The development of universal licensing through the Electrical Safety Authority has the potential to simplify data gathering in this exercise. The ETBA is also reviewing studies from the US where NECA and IBEW have agreed to market share data and methodology.

## **Electrical Trade Joint Board (ETJB)**

During the term of a collective agreement, the ETBA participates in ongoing policy matters and grievance resolution in partnership with the IBEW-CCO through the ETJB under the guidance of the independent chair, Paul Gardner. The ETBA representatives on the ETJB are:

- Peter Bryant
- George Docherty
- Wayne Gatien
- Erv Krause
- Dave Mason
- John Raeppele

Along with their IBEW counterparts, these members are responsible for governance of all joint activities between the ETBA and IBEW-CCO.

## **Joint Electrical Promotion Plan (JEPP)**

JEPP is a not-for-profit corporation directed jointly by the ETBA and the IBEW-CCO, whose objectives are to promote the unionized electrical contracting industry, to promote the superior quality and skills of unionized electricians, communication workers and contractors, and to develop leading edge management, technical and safety training programs.

ECAO representatives on the JEPP Board of Directors are:

- Rick Ball
- Peter Bryant
- Dave Mason
- John Raeppele
- Eryl Roberts
- John Wright
- Johannes Ziebarth

The online fire alarm updating program is about to be launched after more than two years of development work. Beta testing commences

in June and the course and exam should be live by September 2008.

During 2007, JEPP continued to review different methods for marketing unionized electrical contractors. Focus groups have been held throughout the province and a regional perspective on marketing is being developed.

In addition, self-help for contractors comes with "Marketing Made Easy" which ECAO will deliver free of charge throughout Ontario.

The promotion plan also provides an excellent vehicle for joint political action on issues where the ECAO and IBEW share interests. This attribute is best deployed on issues such as protecting contractor interests against utilities at the Ontario Energy Board and maintaining the integrity of the electrical trade through lobbying the government.

*Peter Bryant, Chair  
Electrical Trade Bargaining Agency*

## POWER & UTILITY SECTOR

**James Kellett,**  
*K-Line Maintenance & Construction Limited (Chair)*

**Ed Braithwaite,**  
*C & C Enterprises Electrical Construction Limited*

**David Radtke,**  
*Eptcon Ltd.*

**Wayne Gatien,**  
*PowerTel Utilities Contractors Limited*

**Tony Decuzzi,**  
*Black & McDonald Limited*

**Mike Krueger,**  
*PowerTel Utilities Contractors Limited*

**Rick Hyatt,**  
*Stacey Electric Company Limited*

**Susan Boorman,**  
*ECAO (Secretary)*

The Power & Utility Sector committee is responsible for representing the interests of all ECAO members whose work includes the design, construction and maintenance of overhead or underground transmission and distribution systems whether on public or private property. These interests include labour relations with the IBEW and other unions, regulatory affairs at the Ontario Energy Board (OEB) and Ministry of Energy, and manpower training and safety in partnership with the Electrical & Utility Safety Association (E&USA) and Ministry of Training, Colleges and Universities. All of these activities are guided by the ECAO Line Contractors Standing committee which has the status similar to an area ECA at the ETBA and at the ECAO Board.

### Collective Bargaining

The committee is responsible for negotiations with the IBEW for all matters related to Section 17 and the Provincial Line Work Agreement. The negotiations and contract administration takes place under the auspices of the ECAO/IBEW Provincial Joint Line Committee. The new agreement, effective May 1, 2007, is being implemented with the addition of new contractor funds directed at providing fire retardant apparel for line workers and to fund apprenticeship training at

the E&USA Skills Centre. Both funds are included in the collective agreement under the appropriate wages and benefits clauses.

The clothing fund is geared towards providing a standard set of all season clothing of the highest quality at prices only available to large volume purchasers. While originally available only to line contractor subscribers, other contractors may also participate in the future once the logistics are set in place. The chosen supplier is MWG Apparel.

The tuition fund is also subscriber based and aimed at helping to rebuild the pool of contractor trained apprentices and journeypersons. Only participating line contractors and their apprentice line workers may benefit from this fund. The apprenticeship program eligible for tuition support is the E&USA program delivered at the Skills Centre or affiliated E&USA training facility.

### Inside/Outside Jurisdiction

The Provincial Joint Line Committee worked throughout 2007 to develop a new inside/outside jurisdiction protocol based on the 1980 "Rose Document." The consensus PJLC document was sent to International Vice President Phil Flemming along with competing submissions from ETBA and IBEW-CCO. At the time

of writing this report no decision had been rendered.

The best outcome of this process is the creation of an on-going jurisdictional dispute resolution system which should effectively "manage" future inside/outside worker and contractor relations.

### Contractor Licensing

The scope of electrical contractor licensing and the scope of work performed by high voltage contractors overlap to a certain degree. To resolve this issue, qualified line contractors have been granted Provisional Electrical Contractor licenses with a five-year time limit. In the interim, the Electrical Contractor Registration Agency (ECRA) is working with the industry to develop a "Line Contractor License" which will dovetail with the existing contractor licensing regulations. Beginning in May 2008, the ECRA will host stakeholder meetings of ECAO and non-ECAO line contractors to scope out what such a licensing regulation should entail and what the contractor qualifications should be.

### Compulsory Certification

The key building block in contractor licensing is the base worker qualification of the trade being licensed. Without compulsory certification of the electrical trade, the licensing of

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electrical contractors to a consistent standard would be very difficult. The Powerline Technician trade remains voluntary and therefore difficult to standardize. All stakeholders are in agreement with compulsory certification of the trade, but until the appointment of Tim Armstrong to review the issue, no one has turned their mind to a method of deeming trades to be compulsory or not.

The ECAO and other stakeholders will pursue whatever course Armstrong recommends and the government adopts to achieve compulsory status.

## Regulatory Affairs

Ten years later, the competitive impacts of electricity restructuring are still being felt and require constant management by ECAO. The primary issue has always been the monopolistic approach of the transmitters and distributing companies towards “contestable” work. The

general prohibition against utilities performing non-utility work is managed through a number of Codes and the rate structure, all of which are decided and enforced by the Ontario Energy Board (OEB). ECAO was successful in 2007-2008 in clarifying the contestability rules related to Hydro One connection procedures. In that case and subsequent review, the OEB upheld that the transmitter could not compete against contractors for work on customer-owned connection facilities and equipment.

The challenge for ECAO going forward is to ensure that these high level decisions are effective in every day contracting. As a result of difficulties experienced on some jobs recently, ECAO has offered to develop a standard protocol with the utilities for managing the interface between private commercial electricity ventures and the utilities’ transmission/distribution system.

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George Boals — 2001 – 2003  
Dave Mason — 2003 – 2005  
Brad Vollmer — 2005 – 2007

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## MEMBERSHIP

ECAO represents only bona fide electrical contractors. There are two categories of membership for contractors. Contractors may join on a direct individual basis, or they may be members on an individual basis but their dues paid for through an Area ECA. Companies and organizations that are not electrical contracting firms but have an interest in the industry are eligible for Associate Membership. There are presently 13 Area ECAs.

- ECA Central Ontario
- ECA Hamilton
- ECA London
- ECA Northern Ontario
- ECA Oshawa & District
- ECA Ottawa
- ECA Quinte-St. Lawrence
- ECA Sarnia
- ECA Thunder Bay
- Greater Toronto ECA
- Georgian Bay ECA
- Niagara Peninsula ECA
- Windsor ECA

Membership in the Electrical Contractors Association of Ontario affords membership in the Canadian Electrical Contractors Association (CECA), which gives ECAO members access to both CECA and National Electrical Contractors Association (NECA) products and services at member rates.

## OBJECTIVES

- To present a favourable contractor image to our customers and industry colleagues
- To provide information by news media and research reports, which will keep members up to date on industry and business trends
- To develop, promote and administer training programs, which will advance the technical and business management skills of our industry
- To promote the safe use of electricity
- To respect the role each group plays within the electrical and construction industries and recognize those areas where cooperation will advance the opportunity for all segments to provide satisfactory customer service at a profit
- To maintain economically sound labour/management relations in the best interests of our customers
- To encourage the free flow of communications between ECAO and government
- To work with other government organizations toward the expansion of our national economy, a high level of employment and the development of the individual

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COCA was instrumental in the creation of Safety Groups at the Workplace Safety & Insurance Board (WSIB) and they have served the construction industry well. Millions of dollars in rebates have flowed to contractors who have emphasized safety and have mentored others to perform better. Safety Groups have contributed greatly to the overall reduction in Lost Time Incidents (LTIs) in the construction industry as a whole and serve as a great reminder that “safety pays.”

When WSIB decided membership in the Safety Groups would have a life span of five years, the question for COCA's WSIB and Occupational Health & Safety Committees became, “What's next?” Over the years, the COCA committees refined a proposal for a new program to complement and follow Safety Groups with the goal of continuing the proven principle of rewarding superior performance. That proposal involved asking WSIB to establish a system of identifying companies with both a commitment to safety and a clear record of accomplishment. Those companies, we suggested, should be “accredited” or recognized in a way that distinguishes them from others that have not yet achieved a measurable standard of safety excellence.

COCA's support for accreditation is based on four basic premises. First, the program must be completely voluntary. Research has shown that companies actively embracing and promoting safety achieve better results than companies that are forced (often by prosecution) into compliance with provincial laws and standards.

Second, any program of Accreditation must have a meaningful financial incentive. The construction industry has made great advances in safety over the last 20 years and a

# Tilting the Balance for the Safe Employer

By David Frame

*Editor's Note: This article was inadvertently omitted from the spring issue and is therefore appearing in the summer issue. Our apologies for any inconvenience this has caused.*

great contributor to the reduction in LTI frequency has been experience rating whereby companies receive a rebate of WSIB premiums for superior performance. COCA informed WSIB very early on that we would not recommend any program of Accreditation to our 12,900 members if it did not feature a real financial incentive.

Third, COCA made it clear that Accreditation must result in tangible business rewards apart from any rebate of premiums. We said that buyers

and owners of construction must be made aware of the program in order to accept it and make Accreditation a pre-condition of bidding on their projects. Where Accreditation can be shown to be a real advantage to companies bidding on work, it is easy to see that many companies will scramble to get on board. WSIB refers in its materials to the goal of developing a national “habit” of safety. We agree with that goal and believe that Accreditation, especially where it produces a competitive advantage,



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## Accreditation

will be a strong motivator in developing that habit.

Fourth, we made it clear to WSIB that companies with established and recognized safety programs should not have to comply with an isolated, "Ontario-only" standard. We argued that equivalency must be a major factor in assessing whether a company should be awarded Accreditation. By the same token, we argued that WSIB should not be the auditor of applicants' programs and performance and we proposed a pivotal role for the Construction Safety Association of Ontario (CSAO) in that regard.

Over the past 18 months, COCA has participated in the Accreditation Working Group established by WSIB and has made many presentations to the Board and its employees specifically charged with developing a pilot Accreditation program to be implemented this year, 2008. We were generally pleased with developments

made through the consultation process but all the alarm bells went off in November 2007 when it was reported that WSIB officials were going to recommend to the Board of Directors that a pilot Accreditation program be launched — but without any financial incentive attached.

We wrote immediately and directly to the WSIB chair, Hon. Steve Mahoney, to inform him that COCA would not be recommending participation in Accreditation without a financial incentive and a meaningful incentive at that. Because of our long record of consultation with Mr. Mahoney, he telephoned immediately to say that he would be over-ruling the proposals and would reinstate the financial component of the program.

In December 2007, the WSIB Board of Directors approved a pilot project for Accreditation and it will be implemented as soon as parameters and working materials can be

produced. According to WSIB materials, the Board will recognize firms that have achieved Accreditation status by publishing the names of the firms on its website. WSIB will also allow its logo to be utilized on Accredited company letterhead and will produce a certificate suitable for framing. WSIB will also promote recognition of Accreditation status in the purchasing/contracting process and will ensure that Accredited companies will be so identified on clearance certificates.

We are optimistic that by mid-2008 a pilot program will be available to interested employers, and by January 2010 a full Accreditation program will be underway. It is our hope that we will then have a standard for what a safe performer is, and those companies will have a real competitive advantage in bidding for and obtaining work.

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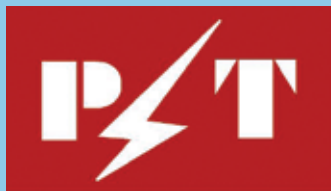
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## Constructing a Compelling Three-year Vision — a Non-traditional Business Plan

By M. Lynne Jacob

For many of us sole-proprietors, with and without staff, as well as smaller partnerships, a business plan is merely a document required to get a loan to either get started in business or to take that leap of faith by acquiring a building to take your small business out of your home, make a major purchase of equipment or something similar.

When was the last time you looked at your business plan? For the few of you who have reviewed it within the last year, how up-to-date and accurate is it? Some of you may be like me, never having had a traditional business plan and, possibly, even feeling somewhat afraid of one day being forced to produce one, thereby



having to hire a consultant to do one *for* you.

My business plan was created by me just before I started my business — before I knew anything about business plans. In fact, when asked about a business plan, it invoked queasy feelings. Back then I didn't even really know what it was. I've since learned that one only needs a traditional business plan if they want to "invite others into their businesses."

However, should you wish to succeed in your business, you must have a non-traditional business plan (NTBP) — the most powerful business plan going. My proof is in the number of sole-proprietors and "small" partnerships who don't review their traditional business plans. More proof is how many sole-proprietors and partnerships "intended" to be at a certain benchmark by now, but aren't even close and aren't sure even now how they'll get there.

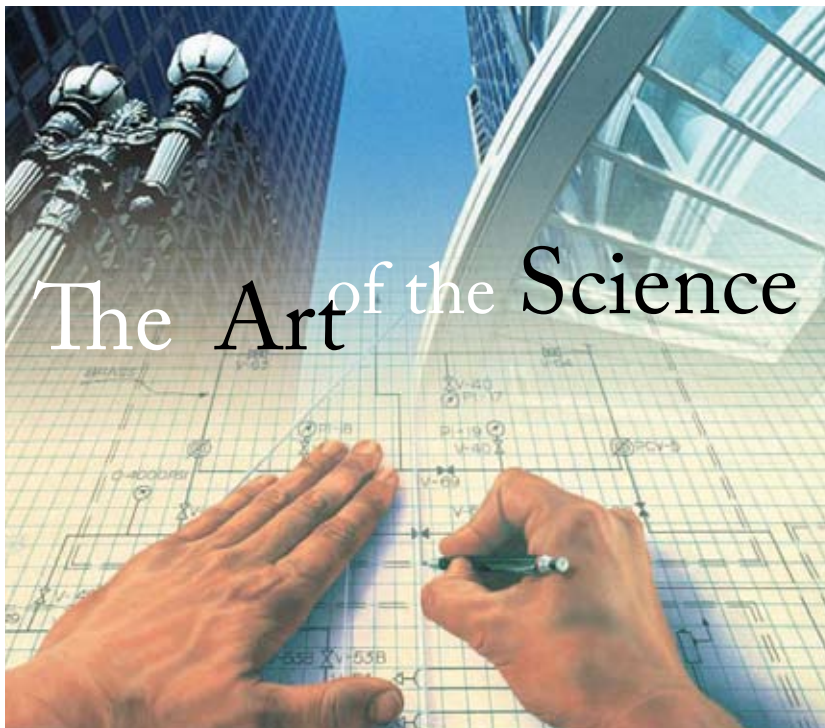
A mechanical service contractor client of MLJ Coaching & Consulting was challenged to create a three-year vision for his business (an NTBP). The one, and only, component he could see was his business growing into bigger space. Good start.

When? *Oh, 5 years from that time.*

How was the business getting to that new size in order to warrant the bigger space? Well, he really hadn't thought it out, yet.

When would he be thinking it out? *Hmmmmmm ... never thought about it.*

This mechanical service contracting client, with five guys in the field and two part-time office staff, signed the lease and got the key for that space 13 months after entering into our Business Coaching partnership. It was a challenge organizing the leasehold improvements while running a quickly growing business, but it happened, little by little, and they moved in a few months later. The funny thing is that in signing this lease he picked up another client: the whole row of commercial buildings, because his landlord liked his personality. He's also getting a nice return on his monthly rent from the inventory he's accumulating. There are now many fewer trips to



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the suppliers and his buying power has increased.

My NTBP (non-traditional business plan), is a plan for me — the business owner — made by me. Even today, I work from the same model of business plan. It's all-encompassing. It's holistic. It takes everything into account.

For example, the biggest component of my vision was being back in Canada, living in a new house with all the creature comforts, on a quiet body of water, close to town, running my own business. Without even having revisited this story I had written about where I (and my business) would be, it was two years to the month that we moved into the house we built which fit that description perfectly.

Since then the yearly updating of my NTBP has created *The Trade-Contractors' Business School*, which was, again, a three-year vision. And again, it became reality in two years to the month from the evening on which I first did a presentation to our area's Home Builders Association.

This NTBP is simple, fun and compelling. It's a vision of your future. I no longer fret when I hear people talk about business plans.

Ask Wayne of Ferguson Electric in Cobourg about the ROI on his investment of time & money in creating his NTBP.

#### How to create your compelling vision for your business:

Start by listing all the things you want to do, have and be three to five years from now. Really stretch yourself. List at least seven items for each of the three categories.

Relate your goals to work, finances, family, environment, your physical being, social life, health & vitality,

emotional well-being, fun, recreation, intellectual, spiritual and any other category that applies to you.

Once you know what you want, you will recognize it when you get it. When you have this document in writing, reviewing it periodically (say, every three months) you will start to see how some of the items on your list are showing up. They're becoming a reality.



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Do you know of any complainers? Are you one yourself? We all are at times. The next time you hear yourself complaining, ask yourself what it is that you value that isn't happening. What ideals do you have that aren't materializing? This makes BMWs of us (belly-achers, moaners and whiners). Create your NTBP, review it periodically and you will start to see it showing up in your business. You'll also find yourself complaining a whole lot less, because you'll be more motivated towards having more results from your business plan. You'll

find yourself focusing on what you want (as opposed to what you don't).

Back to the plan: Review these three lists of at least seven items. For each item on the list ask yourself these questions, writing one sentence for each answer:

- ▲ Why do I want to \_\_\_\_ (do/have/be) this? (If you're unable to answer it, cross it off your list. It isn't that important after all.)
- ▲ Will \_\_\_\_ing (doing/having/being) this improve the areas of my company or my personal life that I deem important? (If "no" for any item, cross it off your list.)

Prioritize the remaining goals. Write each goal on a separate sheet of paper. Answer this question for each one:

What are the benefits of \_\_\_\_ing (doing/having/being) this to me/my family/my staff/my customers?

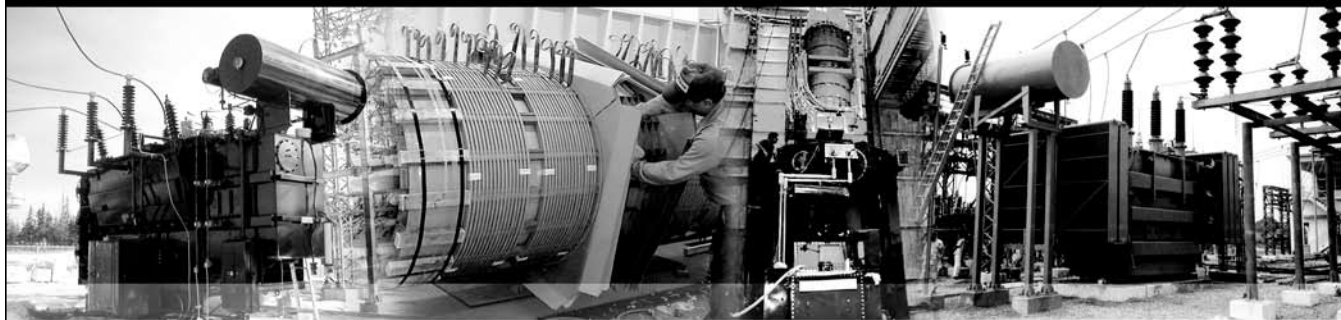
Working on one goal at a time, itemize the steps you need to take to reach that destination. Beside each of the steps (mini-goals) indicate whether it's an

- ▲ ongoing goal needing daily input/activity;
- ▲ short-term goal to be achieved between one month and 90 days;
- ▲ medium-term goal that may take between 90 days and a year; or,
- ▲ long-term goal that may take longer than a year.

Who needs to know about these goals? Too many employers/managers forget about the role their staff plays in getting the company

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to the level of success the employer wants. At a minimum, your goals and your three-year vision need to be shared with your family AND your staff.

Beside each goal, list the people with whom you need to share that goal to ensure no one is left out-of-the-loop. Afterall, a chain is only as strong as its weakest link. Go back over each goal. Beside each action step, place a date for the action to take place. To give it more power, do this in a different coloured ink.

Beside the date on/by which you will take this action step, give the step a "time value." How much time will you need to complete this? Half an hour? Half a day? If numerous hours, break it into 1 hour chunks.

Open your calendar and make at least 3 appointments with your-

self to come back to this exercise, for a "chunk" of time in each appointment. At those appointments, continue to work through this exercise.

For optimum results in creating your NTBP, go on a retreat ... away from all of your usual interrupters and distractions. A different environment will help you stick to the task and encourage you to get it done!

Strategy #2: Plan the time to Plan ... and honour it! Stay tuned for the next newsletter. By that time you'll have this compelling 3-year vision and you'll be asking yourself how it'll ever come to fruition. By planning, that's how.

*As general contractor for their current home, Lynne identified that while trade-contractors are great on the tools, they lack the knowledge to earn sufficient profit for the number of hours they invest in their jobs,*

*cutting into their time off. As a solution to this problem, Lynne created The Trade-Contractors' Business School, a year-long coaching & training program for contractors and their teams, covering 7 Key Strategies which are key to every successful business, helping you EARN MORE PROFIT\$ while having MORE TIME OFF.*

Lynne may be contacted at [lynne@mljcoaching.com](mailto:lynne@mljcoaching.com). For more information, visit [www.mljcoaching.com](http://www.mljcoaching.com) or [www.tradecontractorsbusinessschool.com](http://www.tradecontractorsbusinessschool.com)

NOTE: For small and medium-sized businesses in the Eastern Ontario area, from Peterborough to the Quebec border, federal grants are available at certain times to help you get the necessary support to create a Business Plan for you and your business, even an NTBP. Contact Lynne today to find out about it.



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# Lease Financing Services



By Ross Powell and Mark Irwin, Canadian Equipment Leasing Corp.

As this is our first article in *The Ontario Electrical Contractor*, we would like to thank the ECAO for choosing Canadian Equipment Leasing Corp. (CELC) to offer our services to association members.

The program offers lease financing services to members of the ECAO for a wide range of business-related capital assets, including vehicles, equipment, machinery and leasehold improvements. Lease terms are highly flexible and we have the ability to match terms, amortiza-

tions, residual values and payment structures to cash flow abilities and constraints.

Why offer this service to ECAO members? The current business environment is challenging, economic forecasts are cautious about the direction of our economy and events south of our border are contributing to volatile financial markets. In our own market, funders are consolidating or exiting the market completely resulting in fewer suppliers of capital. These

issues, and others, have made business financing more challenging and complex for the business owner. On a positive note, the strong Canadian dollar, relatively low financing costs and motivated product vendors have created an opportunity to consider equipment upgrades and replacements. Having a competitive, alternative source of funding is an opportunity in today's business environment.

CELC is not just another typical leasing company. We provide "structured financial solutions" for our clients, we enjoy learning about our clients companies and take the time to understand what you wish to accomplish. We often work with our clients or financial advisers to make sure we "get things right."

Over and over, we hear that cash flow and working capital are vital business issues today. Often, our mandate is to fund a particular asset acquisition; however, we often find ways to improve working capital and reduce pressures on operating cash flow.

One area that we hope to become involved in with ECAO members is in the financing of energy efficiency upgrade and retrofit programs for your customers. There is much work to be done to develop a useful (and simplified!) finance program for these projects and we would certainly welcome any opportunity to get involved and learn how we could help.

Finally, we would again like to express our thanks to the ECAO for the privilege of offering our services to the members. If you have any questions or would like to discuss the program, we can be reached directly at 416-342-0603.



## Construction Safety Association of Ontario




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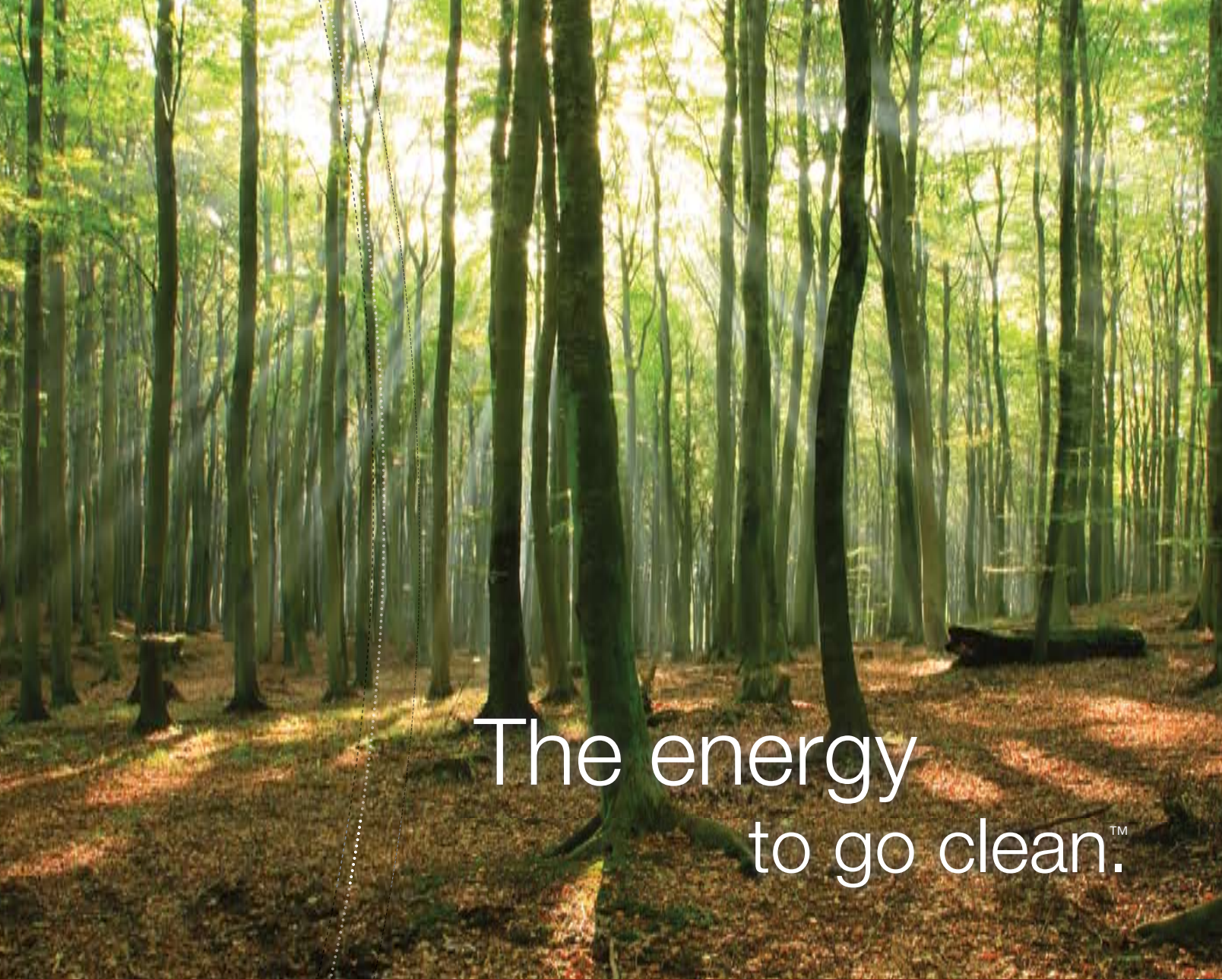
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