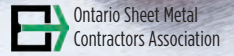


INDUSTRY SCHOLARSHIP

Applications Now Available for **Wally McIntosh Scholarship Award** Page 3

BUSINESS NOTES

Federal Prompt Payment Announcement Welcomed by Trade Contractors Page 5



CROSSFLOW

SPRING 2024

THE OFFICIAL NEWSLETTER OF THE ONTARIO SHEET METAL CONTRACTORS ASSOCIATION

PROJECT PROFILE



Mason County Courthouse



Local residents turn out for installation of new cupola

Most construction projects don't generate an abundance of fanfare, but for Heather & Little Ltd., the completion of their work at the Mason County Courthouse saw the community turn-out in droves to cheer on the final installation of the facility's 'crown

jewel' – its clock tower and cupola. "It felt like the whole county came out to see the installation; it was a really important thing for them," said H&L Operations Coordinator, Priscilla Lo. "They called it their 'crown jewel,' and everyone was really excited to see it lifted

into place. This is why we love what we do. It's fantastic to see peoples' appreciation of historic buildings. We were able to witness, first-hand, what this courthouse means to the community."

This was not the first Mason Coun-

...continued on page 2

Ontario Sheet Metal Contractors Association

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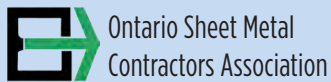
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Crossflow is the official marketing publication of the Ontario Sheet Metal Contractors Association. Circulated four times per year, the e-newsletter is designed to provide association news and program updates, government affairs information, educational opportunities, as well as updates on current industry trends.



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(Above) The Mason County Courthouse upper dome consisted of eight pieces which were constructed at the H&L shop in Markham, ON. H&L also fabricated 9000 spade shingles (top right) and custom louvers (right) for the project.

Mason County Courthouse

... continued from page 1

ty Courthouse lost in a fire. The first, which stood on the northeast side of the grounds, was also destroyed by fire on January 21, 1877. The second courthouse was reconstructed on the current site in 1910. Sadly, it was consumed by flames on February 4, 2021.

“The roof and interior of the building were completely decimated, with only the stone exterior walls remaining,” Lo said. “Luckily, at the time of the fire, the county records had been temporarily relocated because they were completing renovations on the building at the time. Fortunately, none of these important documents were burned in the fire.”

When it comes to projects that require a step back into time, Heather &

Little Ltd. are experts at making the old new again. In fact, when it came to the Mason, Texas, project, they were one of only two contractors in North America qualified to complete the work. Needless to say, H&L’s reputation for quality and attention to strict timelines ultimately saw them receive the nod to complete portions of this important county landmark. Not only did H&L fabricate a 100-foot water diversion system, 190-feet of gutter system, 911-feet of custom cornices, 272 flatlock shingles and 9000 heritage, hand-made spade shingles, the company was also responsible for re-creating the facility’s prized ‘crown jewel’ – the clock tower and cupola.

... continued on page 3

In This Issue...

- 3** New Certification Management System for Mandatory Safety Training
- 4** Ontario’s New Bill 149 Proposes New Requirements
- 5** Attorney General Announces Construction Act Review

- 6** CCOHS Urges Action to Prevent Repetitive Strain Injuries
- 7** How Companies are Making Recruitment & Retention a Reality
- 7** SMACNA Revamps Safety Awards Program
- 8** SMACNA Annual Convention Taking Place October 27-30, 2024

Mason County Courthouse

...continued from page 2



(Top right) The lower portion of the clock tower assembled on-site in Mason, TX. (Above) The upper section of the clock tower begins to take form. (Right) The complete clock tower and cupola await final installation.

The Mason County Courthouse is comprised of gable front porticos on all four sides, with each gable supported by four, two-storey doric columns. With 7500 sq. feet of roof area, the cupola H&L fabricated was approximately 32-feet wide by 30-feet high.

According to H&L Project Coordinator and Estimator, Rita Kouzak, the design work for the project ran from February to July 2022, and fabrication of the structural steel and cladding took place from August to January 2023.

“The design intent was aimed to replicate the appearance of the cupola prior to the fire,” Kouzak said. “The building owners were hoping that we could return it to the appearance it had in the early 1900s.”

With original architectural plans and some historic photographs supplied to H&L, Kouzak and her team got to work generating shop drawings utilizing modern design techniques.

“This is where Heather & Little’s expertise rises to the challenge,” Kouzak said. “We have over 100 years of combined experience between all of us in the company. We all collaborated effectively to meet the client’s vision and expectations.”

Constructed in the shape of an octagon with eight equal sides, the cream-coloured structure was fabricated with a steel frame dome and a steel frame base.

It was also skinned with a 22-gauge galvalume to support all of the cladding which included both pre-painted galvanized and pre-painted galvalume.

The tower also included a working clock and electric bell that was synchronized with the clock. According to Kouzak, H&L coordinated with the clock supplier to ensure that it, too, was fabricated to the strict specifications required by the building owner, who was “very particular about the colour and the paint finish.” The goal was to match the original tower as closely as possible.

Completely fabricated at H&L’s shop in Markham, ON, the cupola and dome structure consisted of 16 major pieces which were put together in the shop to ensure all the pieces properly fit together. It was then disassembled and shipped in pieces to Texas, to be re-assembled directly at the job site.

In addition to ensuring all the pieces fit correctly, the team also had to consider the weight of the completed structure, as it was important for the structure not to exceed 36,000 pounds. Upon completion, the structure weighed in at 30,366 pounds.

“We worked very closely with our

...continued on page 8

INDUSTRY SCHOLARSHIP

Wally McIntosh Scholarship Award

Applications Available

The Ontario Sheet Metal Contractors Association is currently accepting applications for the 2024 Wally McIntosh Scholarship Award. Applications are available at the [OSM web site](#).

OSM offers four, \$2500 scholarships to children of OSM member firm employees who are graduating from high school, and entering college or university studies.

Additionally, a \$1000 award is presented to the sheet metal apprentice who obtains the highest average mark for basic, intermediate and advanced day school while attending the Ontario Sheet Metal Workers Training Centre.

For more information, please contact the association office at (905) 886-9627 or email dramirez@osmca.org.

New Certification Management System for Mandatory Safety Training

On February 26, the Ministry will launch a new system to manage certification records for mandatory working at heights and joint health and safety committee certification training. Records in the current system were moved to the new platform from February 23 to 25, and links were subsequently updated on the Ministry’s website. Users will notice a change in the look and feel of the new system, but learners will still be able to access records, find training providers and register for

...continued on page 4

Message from the Executive Director

It's truly an honor to be writing this, my first Executive Director's Message in our industry e-newsletter Crossflow. I'm approaching six months into this position, and everyday presents new things to learn and new practices to put into place to ensure our association continues on its forward trajectory. There's never a dull moment when it comes to serving this ever-evolving industry.

Aside from the familiarizing myself with all the responsibilities of this role, I have had the pleasure of meeting with our counterparts at the Council of Ontario Construction Associations (COCA) and the National Trade Contractors Council of Canada (NTCCC). As you will see in the article on *page six*, I am pleased to announce that I will be representing OSM on the COCA Board of Directors for the upcoming year. I feel that it is of the utmost importance for our industry to be represented with organizations, such as COCA, who are geared towards strengthening the construction industry as a whole.

I am also continuing to work with the Sheet Metal and Air Conditioning Contractors National Association (SMACNA) to deliver Fire/Smoke Damper and Combination Fire/Smoke Damper educational programming not only to our members, but also to the Ontario Municipal Mechanical Advisory Committee (OMMAC). OMMAC operates as a subcommittee of the Large Municipalities Chief Building Officials (LMCBO) which promotes public health and safety in building construction through legislation, building code leadership and expertise. This subcommittee, and the respective areas it represents, is the governing authority responsible for reviewing building plans and issuing permits across the province. They are also the inspection authority responsible for ensuring compliance with the building code. OMMAC has identified that continuing education in Fire/Smoke and Combination Fire/Smoke Dampers is an area that its inspectors would benefit from. Additionally, this could also be beneficial for our own industry as it is believed that if the inspectors are educated in this area, it could possibly translate into eliminating the download of deficiencies to the contractors. It appears there are some interpretation issues when it comes to manufacturers recommended installation practices. By providing education in this area, these issues could potentially be alleviated. More on this will follow soon.

From an association perspective, I am completing the OSM bylaw review for compliance with the Ontario Not-for-Profit Corporations Act (ONCA). In October 2021, ONCA was enacted by the Ontario Government, replacing the previous Corporations Act, Part III (Ontario), which had governed the sector. The Act provided a three-year transition for compliance. Our review to achieve this compliance commenced during the last quarter of 2022, however, was sidelined when the association had to turn its focus to other priorities. Compliance offers to simplify the process of incorporating and operating a not-for-profit corporation, reducing administrative burdens to enhance efficiency and establishing clear rules regarding governance and accountability, including requirements for financial reporting and disclosure. In addition to providing greater flexibility in structuring governance and operations, it allows us to better meet our objectives and adapt to changing circumstances. Most importantly, it enhances the rights of members ensuring greater transparency and accountability in decision-making processes.

And finally, the largest task on my "to-do" list, at the moment, is the finalization of the OSM and TSM year-end financials and preparation of the annual reports. Please note, an announcement regarding the OSM annual general meeting is forthcoming. This event will be a professionally produced virtual meeting, providing an opportunity for all our members from across the province to participate remotely.

In closing, aside from learning the proverbial "ropes," I am looking forward to connecting with our members both near and far, to ensure everyone's voices are heard. We are all in this industry together, and together we will our association better and stronger. For now, please remember that I am always available for a phone call or email if you wish to share your thoughts or provide input. As an association, we can't remove the challenges if we don't know they exist.

– Tony Morganelli, OSM Executive Director

... continued from page 3

New Certification Management System for Mandatory Safety Training

courses, while training providers will still be able to manage courses and apply for approval of their programs. The change incorporates user feedback to make the system more responsive and easier to use. Ministry staff are available to support users during this transition.

For more information, contact Prevention-Feedback@ontario.ca.

GOVERNMENT AFFAIRS

Ontario's New Bill 149 Proposes New Requirements

The Government of Ontario has proposed further changes to the *Employment Standards Act, 2000* (Ontario) with the *Working for Workers Four Act, 2023* (Bill 149).

If passed, Bill 149 will introduce new requirements for job postings, including those related to pay transparency, use of artificial intelligence (AI) and limits on requiring Canadian work experience, as well as other changes addressing wage protections and workers' compensation benefits. The amendments would also impose a number of other new obligations on employers in Ontario.

Although most of the requirements are noncontroversial, amendments to the *Workplace Safety and Insurance Act, 1997*, is of particular interest to the construction industry. If passed, it would give the government authority to increase benefits paid to injured workers above the annual rate of inflation, which may result in higher premiums for employers in the future. Today, benefits paid to injured workers are fully indexed to inflation annually.

For more information on the *Working for Workers Four Act, 2023*, [click here](#).

BUSINESS NOTES



Federal Prompt Payment Announcement Welcomed by Canada's Trade Contractors

The National Trade Contractors Council of Canada (NTCCC) is extremely pleased with the recent announcement from Public Services and Procurement Canada that the *Federal Prompt Payment for Construction Work Act* is now in effect. For more than a decade, NTCCC played a catalyzing role in bringing the matter of prompt payment to the forefront of federal discussions.

"This Act demonstrates just how important it is that contractors are paid fairly and on time," said Ken Lancaster, NTCCC Chair. "Trade contractors perform more than 85 per cent of construction work, employ the majority of the workforce, and are essential to the successful delivery of projects. Fair and equitable payment provisions are critical for our members."

"The announcement is thanks in no small part to the hard work and persistence of many individuals in Canada's trade contracting sector," said Sandra Skivsky, immediate past chair of NTCCC. "We are pleased to see this particular chapter closed on prompt pay-

ment, and to hopefully seeing remaining jurisdictions come on board for what should be common sense. Canada's trade contracting sector should be pleased with this announcement."

At the outset of discussions on prompt payment, many industry groups expressed reservations about the need for a prompt payment legislation. Together with its constituent organizations, and several key players such as Senator Don Plett and Minister Carla Qualtrough, the NTCCC stood as the unified voice calling for prompt payment.

NTCCC member associations remain engaged and are committed to working closely with the government to ensure the effective implementation of the legislation, including its successful integration into industry practices, and the promotion of prompt payment regimes across Canada. The new law, supported by its regulatory regime, will lead to a more equitable construction industry, fostering increased confidence and collaboration among all stakeholders.

Attorney General Announces Construction Act Review

Attorney General Doug Downey recently announced that the Provincial Government has engaged construction lawyer Duncan Glaholt to conduct a review of the *Construction Act*.

Glaholt is one of the foremost authorities on construction law in Canada and is considered the unofficial "Dean of construction law."

Glaholt's appointment is the result of persistent lobbying by the Council of Ontario Construction Associations (COCA) and others that began with a meeting with AG Downey and COCA representatives Romeo Milano, Ted Dreyer and Glenn Ackerley in November 2022. In that meeting, AG Downey asked for a report summarizing all the bugs and glitches that have become apparent in the time since the former *Construction Lien Act* was overhauled and renamed the *Construction Act*. After that meeting, Ackerley consulted widely with stakeholders, and took six months to draft a comprehensive report of some 200 pages that makes more than 80 recommendations to improve the workings of the statute. That report was submitted to the Attorney General's Office in early July 2023. Since that time, Akerley has been working with the AG's Office to move things forward. The meeting with AG Downey in November 2022 was supported by meetings with officials in the Premier's Office, with key Ministers, Opposition leaders and AG Critics and by COCA's Lobby Day in October 2023.

Although details of the review are very few, it's the understanding of COCA that there will be two phases before Glaholt makes his

... continued on page 8

INDUSTRY NEWS

COCA Appoints New Chair

The Council of Ontario Construction Associations (COCA) is pleased to announce that Ted Dreyer has been elected as its new Chair. Dreyer brings a wealth of experience and expertise in the construction industry, especially in the legal and regulatory aspects.



Ted Dreyer

Dreyer is a construction lawyer from Kitchener, ON, who has been involved with COCA since 2016. He is a past chair and current board member of the Grand Valley Construction Association in Cambridge, ON. He played a key role in COCA's submissions to the Expert Review of the *Construction Lien Act* by Bruce Reynolds and Sharon Vogel in 2015. He is also an ODACC Certified Adjudicator and a frequent speaker on Prompt Payment and Adjudication issues. As Chair, Dreyer plans to work closely with Duncan Glaholt, COCA member associations and other industry stakeholders to modernize the Construction Act.

COCA also confirmed its Board of Directors for 2023/2024 at the Annual General Meeting. The following new members were elected:

- **Anita Stacey**, President of Cowden Woods, representing the Barrie Construction Association.
- **Ryan Kneisz**, Owner of Ontario Constructor Services, representing the Hamilton-Halton Construction Association.
- **Kelly Frechette**, Co-owner and Operator at Board Boss Dry-wall, representing the Niagara Construction Association.
- **Tony Morganeli**, replacing the recently retired Darryl Stewart

... continued on page 8



CCOHS Urges Action to Prevent Repetitive Strain Injuries

February 29 was International Repetitive Strain Injury Awareness (RSI) Day and the Canadian Centre for Occupational Health and Safety (CCOHS) is reminding workplaces to take action to prevent repetitive strain injuries, one of the leading causes of workplace injuries in Canada.

Work that requires the continual repetition of movements, such as lifting, typing or twisting, can potentially lead to an RSI, states a CCOHS release.

These injuries develop slowly over time and can be painful and debilitating, affecting the tendons, muscles, nerves and joints in the back, shoulder, neck, hands, arms and other parts of the body.

According to the Association of Workers' Compensation Boards of Canada National Work Injury, Disease and Fatality Statistics report, there were 10,211 accepted lost-time injuries due to musculoskeletal system and connective tissue diseases and disorders in Canada in 2022. That was up 2.5 per cent from 2021.

Many repetitive strain injuries can be prevented by implementing the following measures:

- Eliminating repetitive work: structure jobs so workers can rotate through different tasks using different muscle groups. Mechanize certain tasks, where possible.
- Encourage workers to take short, frequent rest breaks.
- Improving workstation design: create workstations that fit the worker and allow for standing, sitting or sitting-standing positions. Provide appropriate tools and equipment to reduce the force needed to complete tasks and to avoid muscle strain or awkward postures or positions.
- Providing education and training: train workers on the causes, how to best prevent these injuries, and how to recognize early signs and symptoms.

Free resources are available at [CCOHS: International Repetitive Strain Injury \(RSI\) Awareness Day](https://www.ccohs.ca).

SMACNA INITIATIVE

How Companies are Making Recruitment and Retention a Reality

BE4ALL (Belonging and Excellence for All) launched in December 2021. It is a joint endeavour supported by SMACNA, SMART and ITI. The initiative envisions a diverse, inclusive and unionized sheet metal industry that is welcoming and fosters belonging for all. Following are examples of how companies are making this work a reality, focusing on recruitment and retention.

Airbnb, Accenture and Yelp have committed to recruiting diverse employees at all levels. Ellen Shook, Chief Leadership and Human Resources Officer for Accenture, describes in *Harvard Business Review* the goals her company put into action to increase African American, black, Hispanic and Latino employees, and to double the number of racially and ethnically diverse managing directors by 2025:

- Use census data to find officers in diverse urban areas.
- Remove bachelor's degree requirements from 48 per cent of employee roles to broaden the talent pool.
- Launch apprenticeship programs to create new career pathways for non-traditional hires.

Melissa Thomas-Hunt, today a professor for the Darden School of Business, served as Airbnb's Head of Global Diversity and Belonging. In *Harvard Business Review*, she says diversity efforts can do a better job of addressing the needs of black workers, focusing on data and numbers, company culture, and day-to-day people management.

Thomas-Hunt emphasized the importance of putting systems into place that would identify, attract and hire under-represented talent across all levels, and to ensure that employees of colour in lower-level positions are given opportunities for success and growth.

In 2014, only 10 per cent of Yelp's engineers were female, seven per cent of Yelp's employees were Hispanic, and four per cent were black. Leaders at Yelp decided to implement changes to focus on recruiting candidates of all backgrounds who would help to customize

services for a diverse set of users. The company's approaches to increasing diversity included:

- Varying the gender composition of hiring committees.
- Masking voices during phone interview screening.
- Expanding on-campus recruiting efforts to include historically black universities, women's colleges and schools with higher numbers of Hispanic students.
- By 2017, 18 per cent of technical positions at Yelp were held by women, 10 per cent of employees were Hispanic and six per cent were black. Yelp is still striving to explore what works, what doesn't and why, to build a tool kit that tech companies can use to create a more diverse and inclusive workforce.

Ryan Carson, CEO and founder of Treehouse, an online school for software engineers, saw a need for a more diverse workforce. So, his company created a pilot apprenticeship program, partnering with the Boys and Girls Club of Portland, OR, to recruit talent from under-represented groups. Five candidates successfully completed training, and were hired as apprentices at Treehouse and two partner companies in Portland. They entered a six-month mentorship program. Four of the five first apprentices moved from hourly pay to salary and benefits, and still remain employed with the companies today.

Of the lessons learned, Carson realized new recruits would need laptops and internet access, and partner companies needed more diversity, equity and inclusion training. The early results were so encouraging that Treehouse continued its program.

A *Harvard Business Review* podcast features an interview with Donna Johnson, chief diversity officer at Mastercard. She described three strategies she implemented at Mastercard before her retirement in 2017:

- Branding the diversity and inclusion work with a logo and mission statement so

...continued on page 8

SMACNA UPDATE

SMACNA Revamps Safety Awards Program

SMACNA is realigning its safety awards program for 2024. These changes are designed to ensure eligible contractors receive the recognition they deserve for promoting a strong safety culture and increasing awareness of evolving best practices.

Under the reimagined program, there will be three awards for SMACNA member contractors to apply for: two **Safety Achievement Awards** and the **Safety Innovator of the Year Award**.

Members who win Safety Achievement Awards will receive certificates from SMACNA and recognition at the Convention and in SMACNA publications. The Safety Innovator of the Year winner will receive a trophy at the SMACNA Annual convention, be featured in SMACNA publications, participate in a podcast, and receive a \$5000 donation to the charity of their choice, generously sponsored by SMACNA's Premier Partners, Milwaukee Tool and Federated Insurance.

For contractors to be consid-

...continued on page 8

...continued from page 5

COCA Appoints New Chair

at the Ontario Sheet Metal Contractors Association.

COCA congratulates Dreyer and the new board members on their election, and looks forward to working with them to advance the interests of the construction industry in Ontario.

SOURCE: COCA News

Attorney General Announces Construction Act Review

...continued from page 5

recommendations to the Attorney General:

(1) A problem identification phase in which Glaholt will review all available documentation and perhaps have informal discussions with selected individuals;

(2) A consultation phase in which selected stakeholders will be invited to make submissions and/or meet with the reviewer. COCA expects to be fully engaged in the entire process.

SOURCE: COCA News

...continued from page 7

How Companies are Making Recruitment and Retention a Reality

everyone in the organization recognized and embraced it.

- Creating Business Resource Groups focused on ways to improve the organization to make it more attractive to new employees and retain current employees, so everyone feels engaged and valued.

- Making diversity and inclusion a global initiative.

For more information about BE4ALL, please contact Jen Squirewell at jsquirewell@smacna.org.

...continued from page 3

Mason County Courthouse

steel frame fabricator to ensure that each piece was within the required weight limit,” Kouzak said. “In fact, we had a chart outlining all the pieces that comprised the cupola and the base, and the corresponding weight of each piece. We had to check, double and even triple check that everything that comprised the dome was accounted for – including each screw, washer and nut. It wasn’t really fun, but we did it.”

As with every project come challenges, and this project was certainly no different. But with calm heads and proper coordination, the challenges H&L faced were merely small bumps in the road.

“Most of the challenges we faced were mainly a result of the ongoing ripple effect of the pandemic,” Kouzak said. “We had delays in material procurement, as well as loss of man-power due to illness, but we were on top of everything in terms of scheduling. Although none of the challenges really affected the critical path of the project, they were challenges nonetheless and we had to be

in front of everything.”

With very strict timelines to have the cupola and tower complete and put in place, coordination was an extremely important aspect of the project. In addition to the fabrication and shipping of all the pieces, weather and public safety were also a top-of-mind considerations when it came to hoisting the final piece into place.

On April 19, 2023, those ideal conditions were met, and the team mobilized to put the final touch on the Mason County Courthouse. As beautiful Texas sunshine warmed the faces of those who had lined the streets with lawn chairs and cameras in hand, H&L was ready to provide the community with an awe-inspiring show. With one team on the ground and another waiting to accept the dome and connect it to the building, the entire maneuver lasted a mere 15 minutes. Although the installation was relatively quick, those short minutes provided the community with memories to last a lifetime.

REFERENCE: Austin America Statesman - “She’s our queen: Mason turns out to see new crown placed on courthouse that burned.”

...continued from page 7

SMACNA Revamps Safety Awards Program

ered for awards, they must complete the [2024 Safety Survey](#). Data collected by the survey allows fellow contractors to compare their performance to their peers. In addition, SMACNA Chapters are eligible for a Safety Survey Participation Award. Chapters that achieve 80 per cent of their members submitting the SMACNA Safety Survey will be recognized with certificates

and in SMACNA publications. This award does not require an application. SMACNA’s Safety Director will review survey submissions to determine winners.

Take a moment to complete the [2024 SMACNA Safety Survey](#) and learn more about the [Safety Achievement Awards](#) and the [Safety Innovator of the Year Award](#).

SMACNA
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