CANS: 150 Years Of Industry

Construction Association Of Nova Scotia

THE HALIFAX CLUB
1862

HALIFAX CITY HALL
1887

1862 The Halifax Builders' society is formed under the chairmanship of John Brookfield.

1890 Committees form to discuss wages and working conditions with the unions. This marks the start of a more active Association.

1907 The Exchange is registered under the Trades Industrial Act.

1914 The Constructive Mechanical Trades Exchange is incorporated.

ST. JOHN CHURCH,
LUNENBURG
1892

BEDFORD
ROW FIREHALL
1906

1936 The Exchange is registered under the Industrial Standards Act and the Weekly Pay Act.

1946 The name of the organization is changed to the Halifax Construction Association.

1957 An invitation is extended to the Architects Association, the Engineers Association, and the Halifax Board of Trade to join a Committee to work towards the establishment of a 'bid depository'.

1958 The Association opens its first plans room in Halifax and begins publishing the Bulletin.

MACDONALD LIBRARY
1914

ACADIA UNIVERSITY HALL
1925

YARMOUTH COURTHOUSE
1933

1959 The first job is called through the bid depository; the Dalhousie Men's Residence (Duffus, Romans & Single).

1960 The name of the Association is changed to the Halifax Dartmouth Construction Association.

1963 The Canadian Construction Association (CCA) Code of Practice for members is adopted.

1968 The Association name is changed to the Construction Association of Nova Scotia (CANS). A new 'Construction Centre' is designed (Webber, Harrington & Weld) and contracted (Stevens & Fiske Construction, Ltd.).

MACDONALD BRIDGE
1955

LIFE SCIENCES CENTRE
DALHOUSIE UNIVERSITY
1972

1972 CANS becomes an integrated member association of the Canadian Construction Association (CCA). The Construction Management Bureau is incorporated, taking over labour relations. The incorporation coincides with amendments to the Trade Union Act which provides for accreditation in the construction sector.

1992 CANS bylaws and objects are rewritten and approved. CBIBE officially becomes a division of CANS.

1994 The Nova Scotia Construction Safety Association is incorporated with a responsibility for industry safety training.

CAMP HILL VETERNS
MEMORIAL HOSPITAL
1987

MILLENNIUM
CENTRE
ST. FRANCIS XAVIER
2002

1969 The Directors approve the appointment of a Labour Relations Officer to meet the demands of the province-wide labour negotiations.

1970 The Cape Breton Island Association ceases operations; CANS enlarges to include Cape Breton, to represent the entire province.

1971 The Cape Breton Island Builders Exchange (CBIBE) is established to operate a plans room in Sydney.

WORLD TRADE AND CONVENTION CENTRE
1984

1997 The plans room and head office are moved to Dartmouth. The plans room begins operating 24 hours a day, 7 days a week.

1998 CANS begins using the internet for an interactive membership database and for downloading addenda on projects.

1999 The Bowman award -- named for Earle Bowman -- is instituted for companies that have held continuous membership at CANS for 25 years or more.

2000 The Construction Information Network (CINet) is established over the internet, enabling viewing of plans and addenda from a project database.

Construction Association Of Nova Scotia

CANS Office in Dartmouth (1997)

2003 CANS adopts its first strategic plan and vision statement. The Code of Practice is replaced by a new Statement of Ethics.

2004 CANS implements CANSNet launching a new e-commerce enabled website that provides construction project information for Atlantic Canada.

2005 CANS launches its continuing education program.

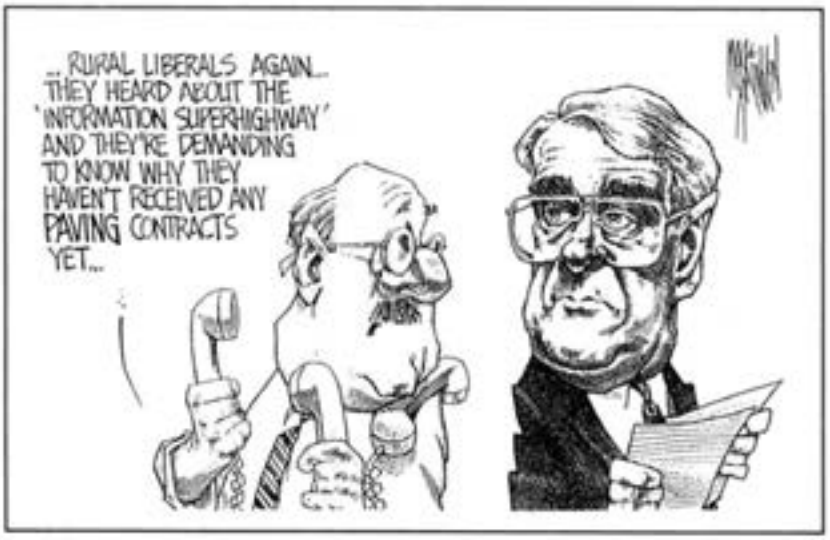
2006 CBIBE changes its name to CANS.

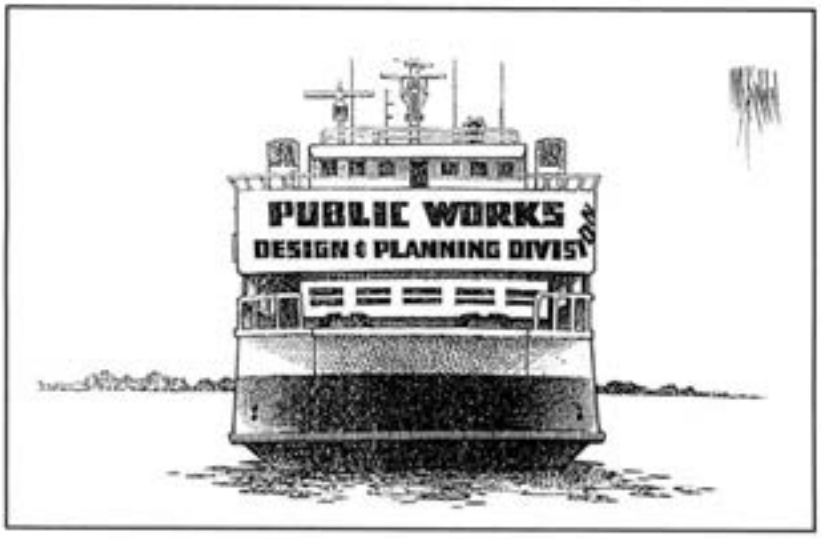
2007 CANS partners with the Nova Scotia Community College Foundation to launch 150th anniversary scholarship campaign.

2008 CANS partners with the Department of Education and NSCC to launch Building Futures for Youth, summer co-op education program for grade 11 students

150th
BUILDING FUTURES
ANNIVERSARY
2012
CANS – NSCC INDUSTRY CAMPAIGN

Martello Tower
2004





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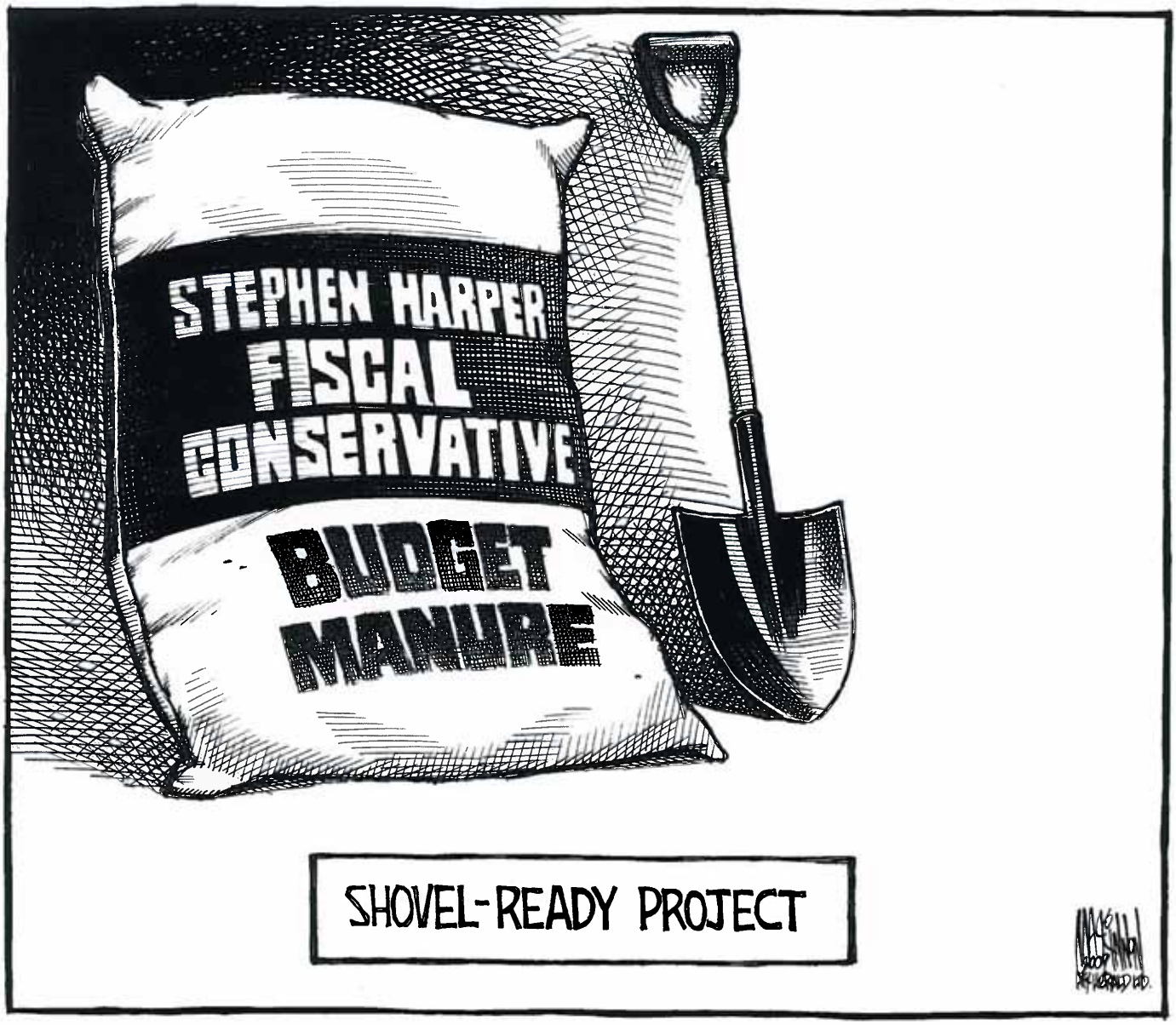

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The Brookfields

No history of the building trades, or the development of general contracting, in Atlantic Canada would be complete without mention of John Brookfield and his son, Samuel M. Brookfield. They were instrumental in the establishment of general contracting as an industry, and in organizing their peers into trade associations, predecessors of today's Construction Association of Nova Scotia.

An English civil engineer, John Brookfield spent eight years as a railway contractor in New Brunswick before settling in Halifax in 1860. As one of the first general contractors in Nova Scotia, he played a key role in the reorganization of the local building trades. He was one of the first "master builders" to establish a building firm that integrated diverse crafts under one roof and could contract for whole projects. Others soon emulated him, transforming the industry. By 1862, Brookfield had organized the Halifax Builders' Society to discuss wages and working hours.

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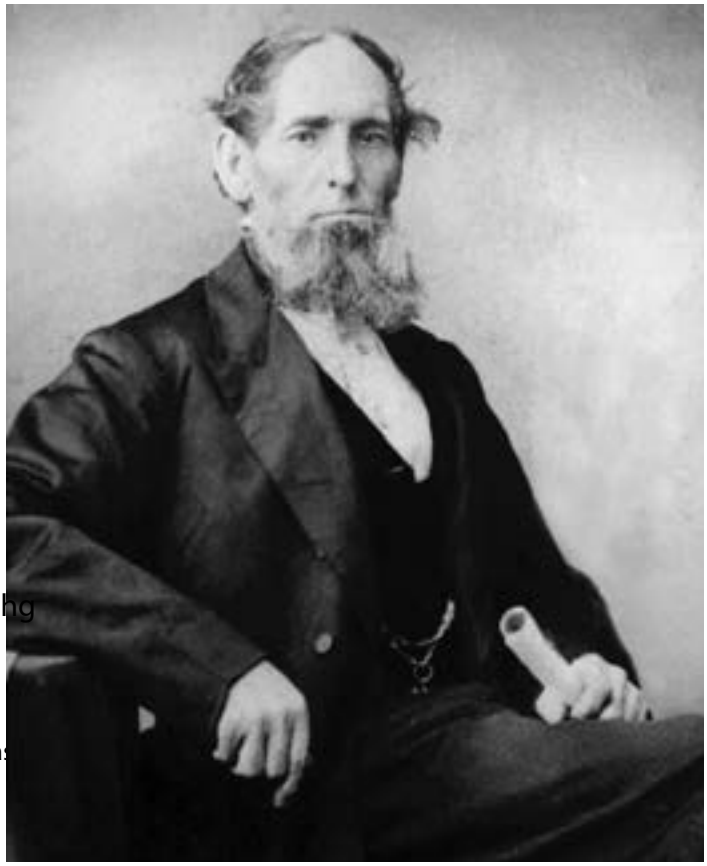
Brookfield's early projects included an engine house, several wharves, some railways and, in 1866, the new Provincial Building. These projects, however, did not prevent him from undertaking, in a series of contracts from the immhgjhgjghjghjhjhgjghjghjperial government, what was largest military building projects in the British Empire: the fortification of Halifax and its harbour. Totaling over half-a-million dollars (an enormous sum at the time), the building programme included Fort Clarence, York Redoubt, the defenses on George's Island and McNab's Island, a magazine, four batteries, the Barracks at the Citadel, three other military housing projects, and a Military Hospital, considered the finest of its type in North America.

Old Post Office
1868



John Brookfield
1808 - 1870

John Brookfield died in 1870, leaving his twenty-two year-old son, Samuel, to take over the firm and finish building Fort Massey United Church in Halifax. The Brookfield Construction Company would remain an important part of the community for another century, with Samuel as president for fifty-four years.

The younger Brookfield continued to undertake building of whatever type and scale required. In an era when city bank buildings were Palaces of Finance, Brookfield built every bank in Halifax but one. He built the Academy of Music (later the Majestic Theatre) in twenty weeks, and other local landmarks, such as the Post Office, the Herald Building, the MT&T Building, the Y.M.C.A., and the Masonic Hall. His projects included factories, religious structures (including a seminary, a monastery, and All Saints' Cathedral), educational facilities (including Mt. St. Vincent University), and the Northwest Arm Memorial Tower (the Dingle). He built, and operated, the Halifax Graving Dock, sparking the development of Halifax's North End. Unusual for his day, Brookfield also undertook

building projects outside the province, including the Bank of Nova Scotia in St. John, New Brunswick (1877) and a number of buildings in St. John's, Newfoundland following the Great Fire of 1892, including the great Anglican Cathedral.

Brookfield worked on highly innovative projects, as well. The Queen's Hotel in Halifax, for example, was a showcase for new building materials. Built largely of brick, it was supported by steel girders, with its entire flooring of concrete with new manufactured tiles, and its walls of cement on expanded metal wire.

Like his father, John, Samuel Brookfield also provided leadership to his peers. In 1889 he organized a new Builders' Association, which discussed wages and working conditions with the unions. The Association continued to represent general contractors until 1914, when Brookfield was again instrumental in reorganizing the Association as the Constructive Mechanical Trades Exchange. The Exchange would lead, following two more name changes in 1946 and 1960, to the establishment of

Nova Scotia Cotton Company
1883

Samuel Brookfield
1847 - 1924

In addition to running his construction company, Brookfield also managed the Halifax Dry Dock and established a ship salvaging and repair business. This business repaired over 400 ships in the 17 years from 1897 to 1914, the year in which he built the first steel vessel in Halifax. Brookfield also formed the Canada and Newfoundland Steamship Company, serving as its president, as well as the president of Maritime Telegraph & Telephone Co., president of Eastern Canada Savings and Loan Co., and a director of four other companies.

His organizational and leadership skills were not, however, confined to business. In addition to serving for some time on both the Halifax City Council and School Board, he was also a governor of the University of Mt. Allison, and a director of the Halifax Protestant Industrial School, the Protestant Orphans' Home (located in his former house), the Y.M.C.A., the Navy League, the Old Sailors' Home, and, for nearly fifty years, the Association for the Relief of the Poor. It is worth noting that all of these institutions, and many others, received generous financial support from him as well. Thus, it is not surprising that when Samuel Brookfield died August 22, 1924, a local publisher produced a hardbound collection of the obituaries that ran to forty-three pages. As the Evening Mail noted:

Mr Brookfield was our best-known and foremost citizen – a man esteemed and respected by everyone. For nearly half a century he has been a prominent figure and held a large place in the business and philanthropic life of the city, and his passing will be felt in every walk of life.

The Brookfields

John Waite Brookfield
1879 - 1947

The legacy of the Brookfield family in Halifax is substantial. They not only developed a large construction company but they participated with great enthusiasm in the societies in which they lived their adult lives. In this family the desire not only to build but also to influence the world around them was instilled in both John and his son Samuel. John Waite, the third generation, would be no different.

John Waite Brookfield was born on the 25th of August 1879 to Samuel Manners Brookfield and Annie Waite. His early schooling was administered in England and it was in Britain that he first took up employment. His first job was in the firm of Charles Connell and Co. where he remained until 1903. In November of 1903, J.W. married Julie R. Carr of Glasgow, Scotland. They had two children, John Carr Brookfield and Samuel Carr Brookfield.

In 1905, J.W. returned to his native Halifax where he worked for Halifax Graving Dock Company. He rose through the ranks very quickly and was soon made the general manager of the company. In 1924 upon the death of his father Samuel Brookfield, J.W. assumed the presidency of Brookfield Construction. He followed that, in 1926, by becoming the president of Brookfield Securities. A major force in the Halifax construction community, Brookfield Construction continued its successes under J.W. Some of his major jobs included a two million dollar extension to the Victoria General Hospital, All Saints Cathedral, and St. Andrew's Church. His work on the two churches leaves one with a sense of the ability of J.W. and his company. All Saints Cathedral was built with local stone from across Halifax's northwest arm. Dedicated in 1910, many architects consider it to be one of the finest examples of gothic design in North America. St. Andrew's United Church was completed in 1927 and, like All Saints, was constructed along Gothic designs. Built using gray granite, the Church stands as a monument to John Waite's legacy.

Besides running the family business, J.W. Brookfield found the time to involve himself with a number of charities and groups. He was president of the Halifax School for the Blind, the Halifax Industrial School, and the Church of England Institute as well as the Halifax Association for Improving the Condition of the Poor. He was chairman of the Board of Trustees of the Old Ladies Home, the director of the Canadian National Institute for the Blind (Maritime Division), and the Protestant Orphanage Home. He also served as commissioner of Point Pleasant Park. J.W. Brookfield was a man of many interests and participated as a member of St. Paul's Church, as well as the Nova Scotia Yacht Club Squadron. He was also a member of the Halifax Club.

His great love, however, would always remain the construction industry. He served as a member of the Halifax Board of Trade, as well as president of the Halifax Construction Association. During the second Great War, Brookfield's company built all of the wartime housing in Halifax and Dartmouth. For this service to his country and his King he was awarded the Order of the British Empire in the King's Dominion Day honours of 1946. John Waite Brookfield passed away in the Montreal General Hospital on the 20th of November 1947. Many in the Halifax community would mourn John Waite, and he would go down in history as the last Brookfield to wield significant influence within the construction community of Halifax.

All Saints Cathedral

Built by Nova Scotians for Nova Scotians . . .

THE NEW
VICTORIA GENERAL HOSPITAL

Erected by "BROOKFIELD" *and Allied Subsidiary Trades*

THE beautiful new Victoria General Hospital is a monument to the skill and capacity of the mechanics of Nova Scotia . . . and to all the Building Trades we take this opportunity of expressing our appreciation for their loyalty and co-operation during the period of construction of this tremendous project . . . a period unmarred by strikes or dissension of any kind between employer and employee.

EVERY man who had a part in the construction of this building, be it large or small, will remember with pride that his efforts were in some measure responsible for the completion of this concrete proof of his ability, and inspire him with the thought that if it can be done, Nova Scotians can do it.

This is Our Tribute to the Building Trades of Nova Scotia

The Brookfield Construction Co. Limited

Pioneers in the Building Trades Since 1860

HOLLIS STREET . . . . . HALIFAX, Nova Scotia

"Brookfield Built" MILLWORK . . . The Sign of QUALITY!

A section of the Board Room in the Victoria General Hospital showing Mahogany panelling

THE mill work of the New Victoria General Hospital including the mahogany panelling in the board room and the oak bookcases in the library, and all interior wood fittings throughout the building was manufactured in our woodworking factory in Halifax.

For eighty-eight years mill work manufactured in our own factory by Halifax mechanics has been one of the features of Brookfield built buildings.

The Brookfield Construction Co. Ltd.
WOODWORKING DIVISION

Bland and Mitchell Streets Halifax, Nova Scotia

The Ropers

The Brookfield Construction Company has influenced the Nova Scotia construction community in various ways. The Brookfields are responsible for giving Halifax another important family in the industry. It was in the year 1892 that a young Newfoundland carpenter by the name of Henry Roper put in an application for employment with the company. Brookfield Construction was in St. John's, Newfoundland, to help reconstruct the city after the disastrous fire of that year. On that day, few would have guessed that the carpenter would rise to the top of the company and begin the legacy of the Roper family in the construction industry in Nova Scotia. Henry Roper proved himself to be a trustworthy and dependable man. His work ethic and commitment to excellence fit perfectly with Samuel Brookfield's motto that "The job must be done right". Having gained the confidence of Samuel Brookfield, Roper quickly advanced through the company becoming manager of the firm in 1907. Henry's success continued with Samuel Brookfield's son John, and by 1937 Roper was vice president of the company. In 1920 Henry Roper was made president of the Halifax Construction Association, the first of three Ropers to assume that position.

Henry Roper's legacy is in the work of the Brookfield Construction Company's projects. As a leader within the firm, he supervised the building of some of Halifax's greatest buildings. One of these buildings was the Canadian Bank of Commerce building on George Street. The building, thought to be one of the most magnificent in the city, was completed in 1908. It was constructed out of native granite, including four granite columns. In his spare time Henry Roper was a member of the Halifax Club, the Waegwoltic Club and the St. Andrew's Lodge. A sportsman as well, Roper was a lifelong member of the Halifax Curling Club. Known in the community as a great philanthropist, Henry Roper was mourned by the city after his passing on March 2nd, 1939.

The second Roper to become involved in the construction industry in Nova Scotia through the Brookfield Company was Henry's son Harry. Harry Leamon Roper was born in Halifax on the 28th of June 1902. He was educated at the Halifax Academy and began to work for the company in 1921. Following his father's example, Harry quickly assumed a leadership role within the company. In 1939 he was made the managing director and, in 1947, followed in his father's footsteps as vice president. In 1956, the Roper family had come full circle when Harry was appointed president of the Brookfield Construction Company.

A man of many talents, H.L. also founded and operated the Industrial Shipping Company which built barrages and tugs used during the Second World War. Some of H.L.'s projects included the Victoria General Hospital Nurses Residence, the Halifax Vocational School, as well as the Queen Elizabeth High School auditorium. H.L. Roper was very active within the Halifax Construction

HENRY ROPER

H. L. ROPER

C. P. ROPER

Canadian Bank of Commerce

Association chairing its labour relations committee and serving as the Association's president in 1938. His involvement with the Construction Association did not end there as he also served as vice president of the Canadian Construction Association.

Following the tradition of community service set by past Brookfield presidents, Harry Leamon was an active participant in the society in which he lived. He was a long time member of the Halifax School for the Blind and was Chairman of the Board in 1960. He served as president of the local John Howard society, a member of the North British Society and was a past master of the St. Andrew's Masonic lodge. Roper was known in the community as a friendly man with a keen interest in amateur sport. He was an avid curler and a champion tennis player. He was a Nova Scotia men's doubles champion on two occasions, once with Hugh MacLennan and twice with longtime tennis partner Bevile Piers. He also found time to serve as president of the Waegwoltic Club. A man with a great interest in the arts, H.L. also served as governor of the National Film Board of Canada, and was instrumental in constructing the NFB's office in Montreal. Harry Leamon Roper passed away on the 10th of August 1966.

The influence of the Roper family within the construction community in the province was great because of their influence within the Brookfield Construction Company. However, it was made even more influential by the career of Henry Roper's second son Charles P. Roper. Charles Roper's influence on the construction community in Nova Scotia would come as an engineer and entrepreneur. In his teenage years he decided against joining his father and brother as employees of the Brookfield Construction Company. Instead he decided to pursue a career in engineering.

After obtaining his degree from the Nova Scotia Technical College, Roper set out to make his own contribution to the province. He worked as an engineer for the Province of Nova Scotia in his early years, until the 1930s. Charles founded the Roper Agencies and Roper Aluminum Products Ltd. He was an active and lifelong member of the Halifax Construction Association, serving as its president in 1958. He was instrumental in beginning the implementation of the Bid Depository for Nova Scotia.

Similar to his brother, C.P. was active within the community. He was an avid curler and golfer. He served as Elder Emeritus of St. Andrew's United Church, as well as president of the Waegwoltic Club. But Charles Roper was first and foremost an engineer. He served on the Board of Governors for the Nova Scotia Technical College and, in recognition for his service, that institution honoured him with an honorary doctorate in 1962. Well liked within the community, all of Halifax mourned his passing on December 13th, 1982.

The MacMillans

Hon. A. S. MacMillan
1871 - 1955

In 1890, at the age of 18, Alexander Stirling MacMillan left the family farm in Antigonish County to seek his fortune. He spent several years in the U.S. working for local telephone companies.

When MacMillan's parents died in 1902 he returned to the farm and decided to settle down. He started a construction business – the future Fundy Construction Co. – which by the 1920s was one of the largest in the Maritime Provinces. 1902 also marked the beginning of MacMillan's 43 years in politics with his election to the Antigonish Municipal Council and Warden of Antigonish in 1903. MacMillan also started the first telephone company in Antigonish – incorporated in 1904 as the Antigonish and Sherbrooke Telephone Co. – performing the initial technical work (such as installing switchboards) himself. The company quickly spread to cover Antigonish, Guysborough, Pictou, and Halifax Counties, and was sold to MT&T when it was established in 1912.

In 1913 MacMillan was approached by Nova Scotia Premier Murray for advice on a rural telephone system. As a result, MacMillan drafted the Rural Telephone Act, which brought service to many isolated areas. From 1914 to 1919 MacMillan served as Inspector of Rural Telephone Companies. He was also consulted on the establishment of the Power Commission and the Highway Board, which he declined to join. However, in December, 1920 MacMillan was persuaded to chair the Highway Board. Diagnosed with diabetes in 1921, MacMillan nevertheless threw himself into his work. From 1921 to 1925 over 4,000 miles of roads were built or reconstructed with the lowest overhead (4%) in all of Canada. Numerous bridges were built, ferry services to Cape Breton were greatly expanded, and road traffic shifted to the right side of the road in 1923.

By 1928, when he was elected to the Legislative Assembly, MacMillan not only ran MacMillan Construction, but also headed the contracting and lumber firms of MacMillan and MacDonald, was president of the Nova Scotia Stone Company, and president of Acadia Lumber. His son, Allan E. MacMillan, joined MacMillan Construction in 1926. Over the next few years the company undertook several large projects, including wharves, warehouses, plants and harbour dredging in St. Pierre, transit and office buildings for the Halifax Ocean Terminal, a naval magazine in Bedford, and a contract from the Dominion government to erect housing, power stations, store-houses, and radio masts at three locations hundreds of miles apart on the Hudson Straits. MacMillan served as chairman of the Constructive Mechanical Trades Exchange – forerunner of CANS – in 1932-33.

When MacMillan was appointed Minister of Highways in 1933, Nova Scotia had 33km of paved roads outside the cities; when he left the office in 1940 there were over 1,600km. He introduced a highway snow removal program and promoted tourism, prodding the province to transfer 225,000 acres in Cape Breton to the national government for the establishment of a national park. He also chaired the Nova Scotia Power Commission from 1933 to 1940, introducing a rural electrification program. Becoming Premier in 1940, MacMillan served as his own Treasurer through the difficult war years, reducing Nova

Keltic Lodge
1950

Scotia's debt by over twenty percent by 1945. While MacMillan retired from politics that year, he went on to higher office in 1946: Grand Noble Chieftain of the Scottish Clans of the Maritime Provinces.

It was during these years, in 1937, that MacMillan Construction was incorporated as Fundy Construction, with Allan E. MacMillan serving as vice president and general manager. The firm was active throughout the province, mainly in heavy construction: highways, railways, wharves, breakwaters, dams, bridges, plants, and dredging. For instance, the firm built nearly all the highways and bridges on the Cabot Trail (as well as Keltic Lodge), and constructed 110 buildings at an army embarkation camp in Windsor, Nova Scotia, referred to as the largest in the British Empire during World War II.

After his father's death in 1955, Allan E. MacMillan assumed the presidency of Fundy Construction in 1956. He served as president of the Halifax-Dartmouth Construction Association in 1959, and was at one time a director of the Canadian Construction Association. In his spare time he served as chairman of the board at Fort Massey Church, where he was an elder. He was also a member of the board of Governors of Pine Hill Divinity College, and on the provincial council of the Boy Scouts of Canada.

Earle Bowman, office manager at Fundy since 1946, became vice president and general manager in 1956. In 1966 Bowman and his partners, Wilfred L. Giffin and Leslie R. White, arranged a gradual buyout of the company, completed in 1978. Under Bowman's watch, the company's focus shifted from heavy construction to commercial, industrial, and institutional buildings, including the Nova Scotia Rehabilitation Centre, the Law Courts in Halifax, Halifax Police Headquarters, and the World Trade and Convention Centre. Bowman also served as president of the Construction Association in 1965-66, and played a pivotal role in the establishment of the Construction Centre in Halifax – CANS first permanent home. This probably seemed natural for the head of a company that supplied six presidents – A.S. MacMillan, G.W. Miller, A.E. MacMillan, Bowman, Wilfred Giffin, and Leslie White – to CANS and its predecessors. Although Bowman retired in 1983 and Fundy ceased operations in 1986, the legacy of their relationship to CANS will live on in CANS' Bowman Award.

Allan E. MacMillan
1909 - 1982

Earle Bowman

Wilfred Giffin

Leslie White

The Gillises

The involvement of the Gillis family in Nova Scotia's construction industry dates back to the turn of the century when Frank A. Gillis established a building supply company bearing his own name. By the 1930s the company had grown beyond supplying others and, with the arrival of Frank's son Ernest J. as president at the tender age of 24, became directly involved in the construction process under the name The Gillis Co. Ltd.

In those early days, Ernest and his partner Benjamin Russell worked to grow the company, also forming the HB Russell Company to supply larger components to the construction industry.

Eventually Ernest bought out Russell's interest in the operation and it truly became a family business again with his brother Basil and eventually his son Don joining the firm.

The Gillis Co. is perhaps best know for one of its operating divisions, Gillis Fence, which was involved with many high profile construction projects throughout the province, such as Nova Scotia's only heavy water plant, the Nova Scotia Pulp Mill and the province's original Michelin plant. Over the years other projects of note included fencing in the microwave towers that stretched across eastern North America as part of the Cold War 'hotline' established between the U.S. White House and the Russian Kremlin; and the 25 miles of chain link erected on the north commons in Halifax as part of the Pope's visit to the city in 1984.

The company also worked extensively with Nova Scotia Power and all of the major contractors in the area. It worked on many military properties in Halifax, erected the first fence around the moat on Citadel Hill, provided acres of fencing to farmers in the Annapolis Valley, designed and constructed 50 ft. wide gates to accommodate airplanes when fencing in the Debert airport and produced literally miles of wrought iron fencing for many sites throughout the province. The company also constructed the first wolf pens for the Shubenacadie Wildlife Park, which had to be designed with round corners and extend down and out six feet into the earth to prevent the wolves from burrowing their way out.

"One of the great things about the fencing business is that you're usually the first one on site while they're still clearing the lot," says Don Gillis, Ernest's son and a former president of the family business in his own right. "You get to see the whole project from start to finish."

Ernie Gillis

Donald Gillis

Presentation of Honorary Life Membership to Ernie Gillis:
Left to Right: Edgar Goguen, Hon. Joel Mathenson,
Ernie Gillis, Rod Kerr.

Unfortunately though, Don admits it's often the more disturbing jobs that remain with you – even years later.

"One of the most difficult projects I remember us working on was for the Children's Unit at the Nova Scotia Hospital. A young girl was killed when she fell from a rooftop recreation area, so we were called in to construct a safety barrier – essentially a 35 ft. long by 35 ft. wide by 9 ft. high 'cage' on the roof. I still remember that one quite vividly."

Despite all its success, the fencing operation came perilously close to shutting down operations at one point when its biggest competitor at the time, NB Wire Fence, bought up the assets of DOSCO Fence, Gillis' primary supplier. A letter from NB Wire Fence informed the Gillis family of the purchase and instructed them that all future purchases would have to be through them.

The idea of buying from his competitor was anathema to Ernest, so later that same day young Don was on a plane to Montreal where he eventually met with Mr. George Reid of the Steel Company of Canada and struck a bargain to become their new representatives in the Maritimes.

"So there we were that morning, effectively out of the fencing business," Don recalls, "and by that evening we were back in with chain link from the Steel Company of Canada."

However, the one lesson this incident drove home was the vulnerability of relying too heavily on any single type of work. As Don puts it, "There are only so many fences you can build. We needed to diversify."

That diversification took the form of G&M Steel Buildings Ltd. and D&B Gillis Holdings Ltd., both of which carried the business into areas of the construction industry it had previously not been involved with, but which provided the company with the resiliency it needed to carry on into the 1980s.

By 1971, Ernest had decided it was also time for a change on a more personal level. He went into semi-

retirement and sold the company to Don. The prefix 'semi' is particularly appropriate in this case, as Ernest continued to come into the office almost every day and remained at least partially involved with the company's operations until 1978.

Where he found the time to do so is something of a mystery. Even before retiring, in addition to running the family business, Ernest was heavily involved in a great variety of volunteer and charitable endeavours. He was one of the first chairs of the Halifax-Dartmouth Construction Association, predecessor to the Construction Association of Nova Scotia (CANS), a role that carried on from his chairing of the Mechanical Trades Exchange Committee of the Halifax Board of Trade. It was this committee that laid the foundations for formation of the Association.

In recognition of his contribution is this area, Ernest was chosen as the first Honourary Life Member of CANS. He was similarly honoured by the Canadian National Institute for the Blind, Knights of Columbus, Mayflower Curling Club, RCMP Veteran's Association and Gyro International. Other organizations in which he was heavily involved include the Boy Scouts of Canada, the former Victoria General Hospital, the United Way, the Halifax Board of Trade and the Victoria Order of Nurses.

"Dad was always involved in the community in a big way," Don recalls. "I hardly remember him being home in the evenings."

It seemed a forgone conclusion that Don would take over the family business from his father. As he points out himself, "It (working for the company) was the only job I had ever had outside of serving in the Naval Reserves."

After buying out his father in 1971, Don preceded to put his own stamp on the company. He aggressively pursued new markets with the diversified divisions. "There's always a bit of a gambler in a construction man, albeit an extremely cautious one," he says.

Don even changed the methodology used in the fencing operation. "For example," Don says, "previously it was largely a seasonal business – we hardly ever worked in the winter. That soon changed and we started putting fence in the ground year-round."

The one thing Don didn't change was his father's commitment to the community. He fully embraced this aspect of his professional life, even serving on the boards of many of the same organizations as his father before him. He was chair of CANS in 1978, an executive member of the Canadian Construction Association, chair of the Design and Construction Institute, president of the Halifax Board of Trade, chair of the Halifax Visitors and Convention Bureau and president of the Halifax Metro Centre's Board of Directors.

In the years between his father's involvement with the Construction Association and his own, Don says membership shifted dramatically – from consisting mostly of general contractors to consisting mostly of suppliers. However, the nature of the people themselves remained the same.

"There are a lot of really good people in the construction industry," Don says.

But the organization closest to his heart, and that he continues to be involved with after all these years, is Gyro International, of which his father was international president between 1958 and 1959.

"It's an international organization where, most simply described, friendship is offered," Don says. "I've served in all of the local offices. We simply try to give to one another and help each other out. It's like having a close group of friends only they're spread all over the world."

Somewhere in there he also found the time to meet and marry his wife Brenda, and help raise a family of four sons: Christopher, Andrew, John and Gregor. Although none of his sons followed him into the family business, two of them – Christopher and John – caught enough of the construction industry bug that they have become mechanical engineers.

Professionally, as Don observed earlier, there are only so many fences you can put in the ground. So by the early 1980s he admits his interest in the family business was waning and other opportunities were calling.

The company was eventually purchased by the employees and Don moved on to a variety of different positions, such as tenant coordinator for the Park Lane Mall, overseeing construction and marketing of the Halifax World Trade and Convention Centre; buying and selling of small businesses for Pat King Realty; business consulting, marketing for Galvatech Inc. and the development of condominiums in the Paper Mill Lake subdivision.

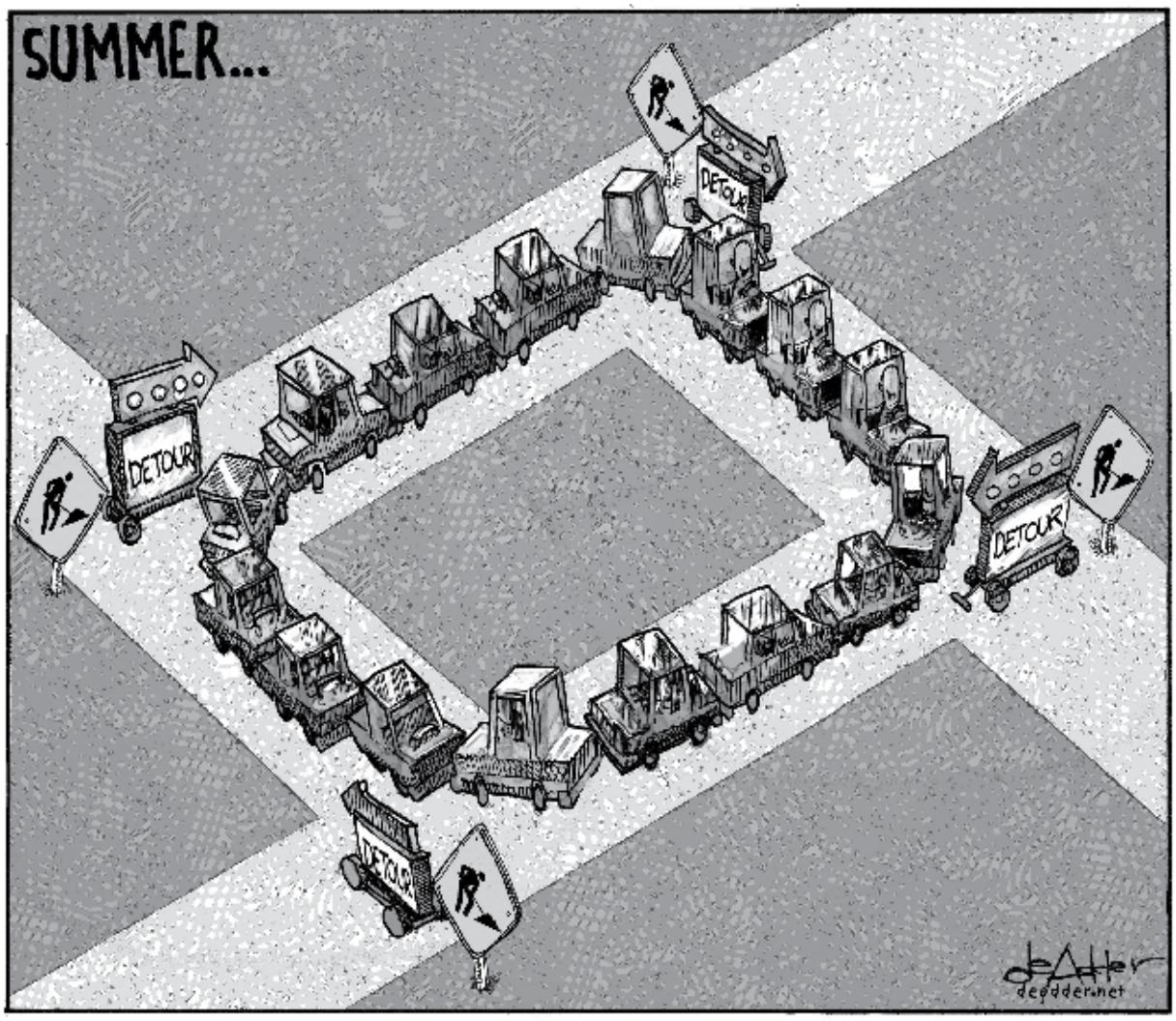
However, perhaps his most unusual career move also proved to be his last.

"My wife Brenda always wanted to run a Bed and Breakfast, but it never really came together. Then one day a friend called to draw her attention to a small, one-inch ad in the paper looking for a caretaker for Crombie House, the original home of Frank H. Sobey in Pictou County. That was 11 years ago," Don says.

The Crombie House is home to the Sobey Art Foundation and features about one-third of the total

Sobey family art collection, including masterpieces by the various members of Canada's famous Group of Seven. It's also host to everything from annual meetings of Empire Inc. to private dinners for members of the Sobey Family; from private and executive meetings for the Sobey group of companies to public art tours in the summer months. It was originally built when Frank H. Sobey was the chief of Industrial Development for the Stanfield government, and was the site of meetings that brought some of the biggest names in Nova Scotia's economy to the province, including Michelin.

"It's a job I came to hesitantly," Don admits, "but we love it here. I can't imagine doing anything else."



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The Dumaresqs

From the simplest bungalow to the most intricate gothic edifice, design is the first step in giving shape to the final structure. And in the same way that design is intrinsic to the building process, so is the name of Dumaresq to the history of construction in Nova Scotia.

No other single family has contributed as much to the architectural heritage of Nova Scotia – Halifax in particular – and even New Brunswick. For 145 uninterrupted years a Dumaresq has overseen the creation of some of the most significant buildings in the region, many of which are still in use today and would still be easily recognizable to their designers.

This honourable legacy begins with James Charles Philip Dumaresq, 1840-1906, who began his career in his hometown of Sydney, Cape Breton after finishing his education at the Horton Academy in Wolfville, N.S. In 1865 he moved to Halifax where he became an apprentice in the well-known architectural firm of Stirling and Dewar. He quickly rose in the favour of the firm, which changed its name to Dewar and Dumaresq following the departure from Halifax of founding partner David Stirling.

The great fire that destroyed much of Saint John, N.B. in 1877 prompted an exodus of architects to that province to help with the reconstruction, one of whom was J.C. Dumaresq. It was while working in New Brunswick in 1880 that he designed one of the most important buildings of his career – the provincial legislature in Fredericton.

Won through open competition, J.C. Dumaresq designed the legislature in the Corinthian style, with such prominent features as its central tower surmounted by a dome, a central facade and portico and two matching side towers. The walls are of tooled Dorchester freestone on foundations of Spoon Island granite. Four fluted freestone columns on massive granite pedestals, each column being one solid shaft of stone 14 feet long, support the portico.

Other important buildings of his Saint John era include: the original Acadia College building, a branch of the Bank of Nova Scotia, the James Dewolf Spruce residence, the Academy of Music, Charlotte Street School in Fredericton and five churches – Germain Street Baptist; the Baptist church in Calais, Maine; the Presbyterian church in Great Village, N.S.; St. James Anglican in Fredericton, N.B.; and St. Lukes Methodist in Chatham, N.B.

Towards the end of his stay in Saint John, Dumaresq formed a partnership with another architect, Harry H. Mott, which lasted until he moved back to Halifax and resumed a solo career in 1886. Notable buildings after he returned to Halifax include: the Forrest Building at Dalhousie University (this was the University's principle structure when it first moved to its current location from the old building on Argyle Street), the caretaker's residence and stone work for the Golden Gates in Point Pleasant Park, the Grand Hotel in Yarmouth, the G.E. Smith and Marble buildings in downtown Halifax, the Victoria Hotel in Windsor, Pine Hill Divinity College, the St. Paul Building on Barrington Street and the residence of Halifax's Gardens Superintendent next to the Public Gardens.

The St. Paul Building later became home to the family firm when his son, Sydney Perry, joined J.C. Dumaresq in 1899 and the firm became J.C. Dumaresq & Son, Architects. Together, father and son worked on many important buildings, including the original Mount Saint Vincent Mother House, the old Halifax Infirmary, the Truro

J.C. Dumaresq

Perry Dumaresq

War Memorial Gymnasium
Acadia University

Academy, the County Court House in Truro and the Royal Bank Building in Lunenburg.

J.C. Dumaresq passed away in December 1906 after a short illness and was succeeded by his son, who changed the name of the firm to S.P. Dumaresq Architect. Born in Halifax in 1875 and educated at Acadia University, S.P. Dumaresq carried on his father's tradition of being involved with some of the area's most significant projects. Some of these include the T. Eaton Building, corner of Barrington and Prince Streets; Masonic Hall, Barrington Street; Patterson Hall, Acadia University; the CBC Radio Building, corner of Sackville and South Park Streets; the Dingle Tower on the Northwest Arm (with then partner Andrew Cobb); and the Royal Bank, corner of Quinpool and Oxford Streets. Halifax residents know many of these buildings well since most are still in use.

Two of S.P. Dumaresq's projects continue to have special resonance with the family even today: the T. Eaton Building and the CBC Building.

The CBC Radio Building is located at the same intersection as the residence of Halifax's Gardens Superintendent, designed by his father. Within the family, this location is often affectionately referred to as 'Dumaresq Corner'.

"The difference between the two buildings is quite striking, with the Art Deco design of the CBC Building and the Victorian-influenced design of the Gardener's residence," says Sydney Philip Dumaresq, S.P. Dumaresq's grandson and a distinguished architect in his own right.

In fact, it was through one of Sydney's projects that the T. Eaton Building took on a special importance to the family. Sydney was hired to completely redesign the structure and convert it into a modern office building, an assignment that brought four generations of Dumaresqs together on one project.

"Converting the T. Eaton Building into the Johnson Building was a lot of fun because we had the four generations involved," Sydney says. "It was originally designed as the flagship Eaton store in the region in 1939 by grandfather. Now it's home to the provincial Department of Transportation and Public Works.

"I did the design for the renovation, which involved completely removing the interior – including the elevator core. Dad (J. Philip Dumaresq) was involved in the various inspections of the project, and my son Alex was working with the firm at that time so he was on-site also.

"You could actually 'feel' grandfather there in the building. There was his signature on the original drawings, which I used to guide the renovations, and you could see the construction methodologies he used that are so different from what we do today – real stone, beams actually riveted together like on a ship."

Sydney's father, J. Philip Dumaresq, didn't have the opportunity to join his father in the family profession since S.P. Dumaresq passed on while Philip was fighting with the Royal Artillery in Europe during the Second World War. However, Philip did make use of the crown's offer to pay for his education upon leaving the military to attend the Massachusetts Institute of Technology (MIT), considered the premiere design school in North America.

"A degree from MIT was considered a ticket to anywhere you wanted to go," Philip says. "But my roots were here, and my father and grandfather had done some good work here so I returned home after graduating."

With a Masters in Civil Engineering in his pocket, Philip returned home and was quickly hired as an architect for the City of Halifax. His was the guiding hand behind many of the city's firehouses, the former City Market (located where Scotia Square is now) and the first circular school to be built in Nova Scotia.

Philip's ties to education are substantial. He was the architect of record on more than 100 schools in the province, continuing an association started by his grandfather – who worked on several of Nova Scotia's universities: Dalhousie, Acadia, the Atlantic School of Theology and Mount Saint Vincent.

"Dalhousie was good to me also," Philip says. "I worked on the Tupper Medical Building – which was quite convenient given my office at the time was right across the street – the Dalhousie Dental Building and the residence building Fenwick Towers, which remains the tallest building east of Montreal."

Other projects Philip worked on include the Air Canada hangar at Halifax International Airport, the old Caterpillar Tractor Building on Kempt Road (built over part

of the former city dump), and the Nova Scotia Rehabilitation Centre on Summer Street.

He was also one of the original partners in a new venture in Dartmouth called Commodore Industrial Estates. In 1965, this fledgling industrial park proved so successful that it was quickly taken over by the City of Dartmouth and became the nucleus around which the Burnside Business Park grew into the largest development of its kind in eastern Canada.

By the time Philip 'officially' retired in 1987, his son Sydney had taken up the torch. Since earning his Bachelor of Architecture from McGill University in 1969, Sydney's contributions include: the Gladstone Professional Centre, Gladstone Street; Yarmouth Professional Centre; Clayton Park Professional Centre, corner of Dunbrack Street and Lacewood Drive; Park West Commercial Centre, Lacewood Drive; Nakile Nursing Home in Yarmouth; Acadia Rink and Recreation Centre, Acadia University; Chester High School; the Johnston Building in Halifax; Hebbville Academy in Bridgewater; Shannex Nursing Home in Clayton Park; Liverpool Elementary School; St. Margaret's Centre in St. Margarets Bay; and the East Hants Resource Centre.

Two of these projects have created a sort of modern version of the 'Dumaresq Corner' – the Clayton Park Professional Centre and the Park West Commercial Centre are located across Dunbrack Street from each other.

The St. Margaret's Centre in St. Margaret's Bay is a project of which Sydney says he is especially proud. In addition to the design of the structure itself, his work resulted in a solution to water supply shortages that had plagued the structure for years.

"St. Margaret's Centre was an arena to which we added another sheet of ice, a gymnasium and meeting rooms," Sydney recalls. "When they engaged us to essentially make it three times larger than the original, they informed us they didn't have quite enough water to meet even the current needs of the building. So we designed what is referred to as a rainwater harvesting system. Arenas have huge roofs, so they collect a lot of rain. This is now captured and used for such things as flooding the ice surfaces and flushing the toilets – essentially for anything other than drinking, washing or cooking."

Legislative Building, Fredericton

T. Eaton Building, Halifax

This role of the architect in reducing the ecological footprint of future structures is one Sydney believes will become more pronounced in the near future.

"As the prevalence of green buildings increases, architects will be called on more and more to be involved with designs to control and reduce emissions. I see it as a wonderful opportunity for architects to have a much more influential role in society, similar in many ways to that exercised in my grandfather's and great grandfather's day."

Although he says it isn't something he dwells on, Sydney does admit the knowledge of his ancestors' work is something that informs his work – even if just on the subconscious level.

"Architecture is in our blood," Sydney says. "When I'm designing, I'm more sensitive to the context of where the building is going. I've done a lot of buildings that fit in so well with their surroundings that it isn't obvious it's a new building. Maybe some of that sensitivity comes from my family's past."

He says a tradition of giving back to the industry is also something he has inherited from his family.

"My grandfather (S.P. Dumaresq) was the first president of the Nova Scotia Association of Architects, my father Philip also served as president in his time and I was president in my turn during the Association's 50th anniversary."

Between them, Philip and Sydney bring more than 50 years of experience to the table. Combined with their knowledge of what J.C. and S.P. Dumaresq accomplished in the past, this gives them a unique perspective on how architecture has changed over the past century.

"The most fantastic difference to me," Philip says, "is the amount of mechanical and electrical we now incorporate into a building's design. When J.C. did some of his drawings all he included was a single light bulb in each room."

"For me the fun parts have always been the design on the front end and then watching it take shape as the structure is built," Sydney says. "The advent of new technology, such as computers, has made a huge difference in the middle between those two parts, but it has made really very little difference to the real essence of the business – the design of the building, the relationship with the client and the process of getting it built."

The architectural achievements of the Dumaresq family continue to inspire and inform today's generation, even after more than a century. Asked why project owners and developers over that period kept seeking out a Dumaresq to design their structures, Philip has only a single, concise answer:

"Because they are the best architects around."

Written with the grateful assistance of The Life & Times of James Charles Dumaresq, by James Philip Dumaresq.

Earle Bowman

CANS Honourary Life Member 1996

In August 1940, Earle Bowman was sitting at his desk in a Montreal insurance agency when he came to one, crystal clear realization: he had absolutely no aptitude for selling insurance.

Bowman admits he wasn't sure exactly what he did have an aptitude for at the time, but he knew his future didn't involve insurance. That's why an ad by No. 4 Elementary Flying Training School, a unit of the British Commonwealth Air Training Plan, looking for a male stenographer caught his eye.

"I was raised during the Depression in Winnipeg and I always thought of those early days as wasted years. When I look back now, though, I realize that the hardships endured during those years had conditioned me to make the most of whatever opportunities came my way in the future," Bowman says.

The British Commonwealth Air Training Plan is one of Canada's largest military success stories, producing 40 per cent of the Commonwealth aircrews that flew during World War II. The role of a stenographer in this important program wasn't the only contribution Bowman wanted to make, which led directly to his meeting with someone who would play a large role in his future career.

"The No. 17 Elementary Flying Training School was opening in Stanley, Nova Scotia in March 1941 and W.H. (Bill) Stuart, the man who would be running things there, was visiting No. 4 Training School where I worked to see how things operated," Bowman recalls. "I accidentally—but not really accidentally—ran into him in the hallway. After a brief conversation he looked at me and said, 'I like you. We need someone like you.' Sure enough, a few days later, I got a telegram and I was off to Stanley to take over as quartermaster and purchasing agent."

Bowman stayed at No. 17 Training School until it closed in 1944. Even after he moved on to help shut down another training school and eventually volunteered for the Navy, he kept in touch with Stuart. This association would eventually bring him back to Nova Scotia for good.

"By the time I was ready to leave the Navy in 1946," Bowman says, "Bill had convinced Alexander Stirling MacMillan, who was looking for an office manager, that he could do no better than to hire his protégé, Earle Bowman. So with that kind of billing I returned to Nova Scotia and started work for Fundy Construction, where I remained for 37 years."

Fundy Construction was incorporated in 1937, but its origins date back to 1902, when MacMillan started his construction company under his own name. Subsequently, in 1956, his son Allen E. MacMillan assumed the office of president. The younger MacMillan recognized the efforts of the key personnel and made it possible for a mutually beneficial take-over plan to be worked out in 1966. This resulted in Bowman and his partners, Wilfred L. Giffin and Leslie R. White, gradually taking over the stewardship and ownership of the company. Bowman stresses the importance of the team effort of this partnership in the firm's continued success, as well as the superb performance of a sizeable corps of experienced superintendents.

"Fundy was remarkable in that it had 10 superintendents on staff that had an average of 26 years seniority on the job. I had the greatest respect for our

superintendents—you could send them anywhere and be sure the job would be done right. In my 37 years there, we never had a failure on a job," Bowman says.

Fundy's founder, A.S. MacMillan, served as Minister of Highways for many years prior to the war. So it comes as no surprise he brought some of this expertise to the company, which specialized in highway and railway construction for many years. When Bowman and his partners took over, they switched the company's focus from heavy construction to general contracting and construction management.

Over the years Fundy participated in a number of high profile projects throughout the province, including early work on the Cabot Trail, Keltic Lodge, the World Trade and Convention Centre, the Law Courts in Halifax, the Nova Scotia Rehabilitation Centre, Halifax Police Headquarters and the Saraguay Club. The Saraguay has a particular significance to Bowman since it was there that he and his wife Evette celebrated their 50th wedding anniversary in 1999.

"When I first came to Fundy I was a bachelor," Bowman says. "I had no car so I walked or took a bus to work each day. On rainy days my pants would get badly wrinkled and, always being very conscious of that sort of thing, I found a little shop on Hollis Street where I could get them pressed while I waited before going into work. Don Schelew owned the shop. It was Don who arranged my first blind date with Evette."

Bowman retired as chair of Fundy in 1983 but remained active in both the construction industry and the community, carrying on a tradition of volunteerism that he attributes to his mother. He served as president of the then Halifax-Dartmouth Construction Association (later to become the Construction Association of Nova Scotia) in 1965/66 and played a key role in the establishment of the Construction Centre on Cornwallis Street in Halifax—CANS' first permanent home.

"That was an important initiative," Bowman says. "Giving the Association its own site was an objective many members worked hard to achieve."

Of course, Bowman says he had little choice in becoming president of CANS since the position practically came with his job at Fundy. "The company had the singular distinction of providing six different presidents—including myself—to CANS and its predecessor, the Halifax-Dartmouth Construction Association. There was A.S. MacMillan, G.W. Miller, A.E. MacMillan, myself, Wilf Giffin and Les White. I don't think any other company can match that record."

Other construction-related positions held by Bowman include: Nova Scotia Vice President for the Canadian Construction Association; Secretary-Treasurer of the Nova Scotia Road Builders Association; charter member and Honourary Life Member of the Design and Construction Institute of Nova Scotia; Trustee and Founding Member of the Carpenters' Welfare Trust Fund; and a member of the Council of Governors for the Canadian Centre for Occupational Health and Safety.

He served for 13 years as a member of the Board of Governors of the Technical University of Nova Scotia, eight of those as volunteer Secretary to the Board and as a member of the Executive Committee.

"One of my personal heroes, Frank Covert, got me involved with TUNS when he served as chair. He believed that TUNS' Board should reflect a cross section of the engineering and design professions and society at large. I enjoyed every minute I was there," Bowman says.

Two other prominent volunteer activities for Bowman are his involvement with the Isaac Walton Killam Children's Hospital and the local chapter of the Canadian Paraplegic Association (CPA), both of which made him an Honourary Life Member. He was involved in many important construction projects at the IWK as chair of the Property and Facilities Committee, and is most proud of his work to establish a Scholarship Program named in honour of Donald E. Curren, founder of the Nova Scotia Division of the CPA, which has enabled many Atlantic Canadians with disabilities to attend university.

Bowman tends to be a little more bashful about another honour he collected during his active retirement. When he was informed that CANS intended to name a special membership award after him, Bowman admits he was of two minds about it.

"I had two immediate thoughts; the first was that it was a tremendous honour, and the second was 'I wonder if there's anyone out there that thinks I'm a terrible person to name an award after?' But my appreciation goes beyond just a 'feel good' thing. Not many awards are named for a living person and I'm aware of that."

Adam Folk

CANS Honourary Life Member 1996

It certainly turned into a very long year. Adam Folk, retired senior vice president of Steen Contractors Limited and an honourary Life Member of the Construction Association of Nova Scotia, originally came to the Maritimes on a year-long assignment. That was back in 1954/55.

"At that time Steen had just been awarded the contract for work on Camp Gagetown in New Brunswick," Folk recalls, "and they asked me if I would come down to work on the project for a year. That first phase involved four or five buildings and they estimated it would take about a year to complete. However, it turned out to be a very successful project for the company and became the single largest contract Steen had ever undertaken up to that point. It grew to include 25 to 30 buildings and we were there for about three years."

This success, though he didn't know it at the time, shaped the rest of Folk's career and life. "At the time we were wrapping up the Gagetown project, Steen was looking to expand and I was asked if I would stay in the region to help set up an Atlantic office. So in 1957/58 my family and I relocated to Halifax and we've been here ever since."The East Coast is a far cry from Folk's early years as a boy on the prairies of Regina, Saskatchewan, or even from his years growing up and learning a trade in Toronto. He followed his father's footsteps to become a plumber and joined Steen as an apprentice for his first real job. He remained with the company right up to his retirement in 1996.

It was during his Toronto years that Folk met and married his wife, Marcia. The birth of their three children almost tracks his career path with Steen: Kim was born in Toronto, Cathy in Fredericton and Kelly in Halifax.

The Folks arrival in Halifax coincided with the emergence of a new residential subdivision called Wedgewood, which was taking shape just off the Halifax peninsula on the mainland. "People thought we were crazy," Folk says, "for wanting to live here. I remember friends and associates asking me, 'Why do you want to live way out there in the woods?' The question seems a little funny today, considering that Halifax has grown right out past us now."

The house the Folks first moved into is still there, right next door to where they currently reside. Folk says he never regretted the decision to move here. "Things were good here and there was a lot of opportunity in the construction industry at the time. I believe there are still a lot of great opportunities in construction for those who want an exciting, challenging career. The industry certainly treated me very well during the period of time I was involved."

'Involved' is certainly an apt word to describe Folk's participation in the local construction industry. He managed Steen's Maritime operations, including such projects as Purdy's Wharf—perhaps the most recognizable feature of Halifax's waterfront skyline; major hospitals throughout the region; and the development of the Hibernia offshore drilling platform.

"We were part of the group that worked on the construction of the platform, and that was a very interesting project in which to be a part. It was an unusual project for a mechanical contractor such as ourselves in the sense that these types of projects are normally built in a shipyard. This one wasn't. It was built right in the water and all the infrastructure was created on-site to support it."

Folk's involvement stretched far further than just the projects Steen was involved in. No fewer than 10 organizations benefited from his volunteer time, including the Mechanical Contractors Association of Nova Scotia, the Mechanical Contractors Association of Canada, the Construction Management Bureau of Nova Scotia and, of course, the Construction Association of Nova Scotia (CANS).

His involvement with the Mechanical Contractors Association of Nova Scotia actually began with that body's predecessor, the Nova Scotia Master Plumbers Association. He served as Chair for both organizations, as well as being a director of the affiliated national association.

A reflection of the emphasis Folk placed on training and apprenticeship can be seen in his work as a founding member of the Joint Journeyman Training Committee, an initiative of UA Local 56 and the provincial Mechanical Contractors Association, a member of the Nova Scotia Plumbing and Heating Apprenticeship Advisory Committee, and as a member of the National Manpower and Training Committee, a joint effort of the then Department of Manpower and Training, the United Association and the Mechanical Contractors Association. This last group was the beginning of efforts to harmonize provincial apprenticeship programs and requirements across the country and establish national standards. It eventually led to the Gold Seal program now familiar across Canada. One of the industry efforts Folk is most proud of is the role he played in founding the Construction Management Bureau of Nova Scotia in 1972. Folk says the lessons he learned during this province's first ever labour lock-out in the construction industry, coupled with his position as chair of CANS' Labour Relations Committee, taught him the need for a forum where concerns could be addressed without resorting to such drastic measures.

His involvement with CANS spread across various committees, sections and councils, as well as several years. During his time as a director of the Association he served as chair of the Membership Committee in 1968, he chaired the Bid Depository Joint Advisory Council in 1971 and was chair of the Mechanical Section on four separate occasions: 1963, 1964, 1975 and 1991.

He also served as president of the Design and Construction Institute of Nova Scotia.

"Over the years I got far more out of my involvement with the industry than I put in," Folk says, "and I think that goes for most people if they get involved. I met a lot of good people in the industry, across all the various sectors. I think construction can provide anyone with a good living if they're willing to put something into it."

R.C.T. Stewart

CANS Honourary Life Member 2000

Working for one of the most colourful figures in the history of Nova Scotia's construction industry wasn't always easy, Robert (Bob) Stewart admits, but it was certainly never boring.

"I started with Cameron Contracting Ltd. as a construction engineer and eventually became Chair of the Board, which didn't stop me from being fired at least three times and resigning twice," Stewart says. "R.B. Cameron was the most complex man I have ever known; it's amazing we were able to work together as long as we did."

Stewart's sometimes rocky association with Cameron began in 1953 after he left his position as Manager for Rankin Maritime, a branch of a Montreal-based consulting engineering firm. He was on the short list for selection of a new City Manager in Oakville, Ontario when a mutual friend put him in touch with Cameron.
"I remember telling R.B. at the time that I was still waiting to hear back about the Oakville position," Stewart says. "He pointed out that I had to do something while I was waiting and that I might as well wait while working for him. So I joined Cameron Contracting and 'waited' for 23 years."

Spending 23 years in one place was a marked departure from Stewart's early life. His family moved around a lot due to his father's career, and he spent time growing up in Shediac, Moncton and Saint John, New Brunswick; Yarmouth, Nova Scotia; and Montreal, Quebec. Stewart attended McGill University upon graduating from high school in Montreal, but soon left when he joined the Air Force and went on active service in June 1943.

However, a military career wasn't in the cards for Stewart. "I received my pilot wings in March of 1945, and was immediately transferred to the reserves. I felt like I was all dressed up with no where to go."
He returned to McGill after leaving the Air Force, and graduated with an engineering degree in 1949. He moved to Nova Scotia, where his parents were now living, and began his career with the Nova Scotia Department of Highways.

"When I first came to live and work in Halifax it was a much different city," Stewart recalls. "The Westmount subdivision was just beginning to take shape on the former airport site, and there were no stop signs anywhere in the city. I remember in 1950 when the traffic became so bad at the intersection of Sackville and Barrington that the city decided to put a police constable there at rush hour to keep things flowing smoothly. I believe that was the first intersection in the city to receive traffic lights."

It was while surveying the #7 Highway between Ship Harbour and Murphy's Cove on Nova Scotia's Eastern Shore that Stewart got the call from The Rankin Company to help them establish their east coast office.

"It was pretty much a one-man operation at that time. I actually did very little engineering design work; it was more coordinating projects, reviewing drawings, collecting information and identifying potential problems and how to overcome them," Stewart says. "Then again, fitting all the pieces together so they work right is what engineering is really all about anyway. I found it all extremely interesting, mainly because of the wide variety of work and the fact I wasn't restricted to any one specific field."

It was the same lure of project variety that Stewart found enticing at Cameron Contracting. He worked on projects ranging from installations on the Distant Early Warning System in Canada's far north, to a lighthouse on Burin Island, off of Newfoundland.

"I remember my first visit to the Burin Island project. The only way to get there was by dorey, and when I stepped off the boat I had to climb up a cliff by rope before walking across the island to the site of the lighthouse," Stewart says.

Another Cameron project that sticks out in Stewart's mind is a joint venture with EGM Cape of Montreal on Baffin Island. The military installation at Cape Dyer involved working closely with the US Air Force and the Army Corps of Engineers and required a deft touch to balance all the competing interests.

"I've often said it should have been spelled D I R E instead of D Y E R," Stewart jokes. "The Air Force thought they should have their own engineering department so they were only too happy to find fault with the Corps of Engineers, the Army was trying to protect its position and the civilian operators were quick to criticize anything they thought would be hard to use once they were on their own."

Stewart got to experience much of this first hand when he flew in for an inspection one October. He ended up staying there for 10 weeks when the project manager came down with pneumonia and had to be flown out for medical attention.

It was during his years at Cameron Contracting that Stewart became involved with the Halifax-Dartmouth Construction Association, which later became the Construction Association of Nova Scotia (CANS). He served as president in 1964/65 and went on to become president of the Canadian Construction Association, only the second person from Nova Scotia's construction industry to hold that position.

"The CCA introduced me to a lot of new people, in large and small construction companies from St. John's to Victoria, together with representatives of the professional design associations and with people from all government departments doing business with the construction industry."

During his years with the CCA and CANS, Stewart says he worked a lot with the standard practices committees, working to overcome potential problem areas, advocating the use of standard forms and practices throughout the industry.

"While chairing an architects/contractors Joint Committee, I became frustrated when recommended changes in forms and routines failed to be implemented. The difficulty originated with the lack of senior people from member firms participating. I approached a past president of the Architects Association and we jointly resolved to ensure that this weakness would be overcome—which it was. Subsequently the Consulting Engineers were invited to join and on this foundation the Design and Construction Institute of Nova Scotia was formed."

In 1976 Stewart's involvement with Cameron Contracting finally came to an end. However, it was far from the end of his involvement in the construction industry. After leaving Cameron he joined developer John Fiske on the Quinpool Road development that includes the Quingate apartment towers and the Quinpool Place Mall. He then headed up Fairport Construction Ltd. for three years on behalf of the Sobeys Group, working on grocery store construction and related mall developments. He then worked with Frank Harrington and the firm now known as the WHW Group on the construction of the Veterans Memorial Hospital. That led to a number of years working with the Department of Health, as a construction consultant on various hospital projects including the new IWK Grace Hospital in Halifax, before Stewart decided it was time to retire.

Overall, Stewart says his construction and volunteer careers provided him with an opportunity and perspective not everyone gets to enjoy. "I'm a Maritimer who got to view this region from the outside and I know it isn't perfect—but it's pretty damn close."

Dean Salsman

CANS Honourary Life Member 2001

How does a boy from Nova Scotia's Annapolis Valley end up traveling the world, associating with royalty and national leaders and working closely with some of the largest corporations in the world? According to Dean Salsman you apply the principles learned in youth, work hard and offer to do a little extra.

Salsman's hometown, Waterville, Kings County, NS, played a significant role in his future career. The Annapolis Valley's rural and agricultural roots make its young men no strangers to hard work. Indeed, Salsman remembers starting his working life sharing the experience of most Valley youth of his generation, helping local farmers in the apple orchards. He eventually left Waterville to pursue what he thought would be a military career, but it was to his hometown that he would turn a few years later, after making the decision to start his own business.

He joined the Royal Canadian Navy in 1942, serving five years before being granted a discharge in 1947. Salsman says his original plan was to become a career officer in the service, but the changes of the post war years made it clear to him his future didn't lie with the Navy.

He was encouraged to leave the Navy, and became an estimator for Salsman & Sons Ltd., a painting contractor from Wolfville, NS. While working there he met two individuals who would greatly influence his future: R.B. Cameron, a general contractor from New Glasgow, and Sandy Reeves, a young engineer working with Superline Oils Ltd., one of the many companies owned by Fred Manning.

"Mr. Cameron was expanding and he would go on to become one of Nova Scotia's great industrialists. He encouraged me to leave the painting business and work for him. This gave me a great insight into the business world," Salsman says.

He continues, "My friendship with Sandy continued, and in 1951 he told me of his plans to leave Superline and establish his own general contracting business. After many conversations with him, I decided to strike out on my own as a painting contractor. My theory was that if I could make a profit for someone as an estimator, then maybe I could make a profit for myself on my own."

When Salsman presented his plans to leave Cameron, his former employer gave him tremendous encouragement and support. "We met frequently through the years and reviewed many business plans and opportunities," Salsman recalls. "Later on he invited me to join the Board of Maritime Steel and Foundries Ltd., one of his many companies. I valued his friendship."

This desire to build a future on his own terms is something Salsman recognized and even encouraged in the people who later worked with and for him. "During the years of operating the company there were those who went out on their own as I had, and I always tried to help them. Some went on to become successful business people and I'm always grateful for the opportunity to be a part of that. I always give full credit to anyone with the initiative to start something of their own."

Salsman went back to his Waterville roots for help in getting his new company started, joining forces with hometown boys Gerald and Francis Parker to form Parker Brothers Limited painting contractors. As he did in his turn, Salsman was able to count on support for his efforts from both his former employer Cameron and his friend Reeves in those early days.

"I did the estimating and handled the business administration side of things while Gerald and Francis were the on-site people, either doing the work or acting as foremen. We were fortunate in that there was a lot of expansion taking place at the time, and we got a number of small jobs to start. Some of the general contractors were very good to us," Salsman says.

The contracts got increasingly larger, including a large contract for the Westmount Subdivision in Halifax. The entire scope of the company changed in the mid-1950s when Parker Brothers began looking at work outside of Nova Scotia.

"One day I got a call from Charlotte, North Carolina; a contractor there was bidding on a US Air Force base in Stephenville, Newfoundland and invited us to bid on the painting part of the contract," Salsman says. "I remember meeting with him here in town and the plans for the project were more than six inches thick. I was a little overwhelmed at first at the sheer scope of the project."

He quickly overcame the shock, and Parker Brothers won the contract. "The project was worth more than $100,000—that was a huge painting contract at the time. It opened up a large number of opportunities for us in Newfoundland and Labrador."

This was just the start of the company's regional operations. In 1955 Salsman formed Atlantic Painters Limited, and went on to purchase A.N. Clark & Son Limited in Moncton, NB in 1960 and organized Highland Painting Contractors Limited of Sydney in 1962.

Although Parker Brothers continues to operate today, Salsman started to become heavily involved in other areas by the early 1970s and eventually sold the company in 1984. Francis Parker, one of the founders, left the company after only a couple years, while his brother Gerald remained with Salsman for 20 years before selling out his interest.

"I spent 34 profitable years in the construction industry and it was very good to me," Salsman says. "It's a tremendous industry; it features great risks and responsibility but it also offers great rewards."

Salsman certainly didn't lack things to do outside of Parker Brothers. He served as president of the Construction Association of Nova Scotia (then called the Halifax-Dartmouth Construction Association) where he strongly championed better apprenticeship training and the selection of local construction firms over 'foreign' firms for government contracts.

"What I remember most about those years is the coming together of the industry to make things better for everyone. The setting of uniform standards, formalizing the bidding system and establishing the bid depository all improved the industry tremendously. In my term as president I was fortunate to follow some very good leaders and had some equally good ones coming up behind me," Salsman says.

Perhaps his largest contribution to Nova Scotia started in 1971 when he was invited to join the Board of Directors of Industrial Estates Limited (IEL), the provincial agency charged with developing NS' industrial base and attracting foreign investors. In 1972 he was appointed president and CEO, and traveled throughout North America, Europe and Japan promoting his home province before stepping down in 1978.

"It was a great opportunity for me," Salsman says. "Don MacInnon was a great help to me, and basically took over the running of the company for the years I was involved with IEL. That allowed me to concentrate on such things as the negotiations that encouraged Volvo, Michelin, Crossley's and many other companies to establish or expand in the province."

He also served several years as Honourary Counsel for the Netherlands in Halifax, earning special recognition from the Queen of the Netherlands in 1993 when she made him an Officer of the Order of Orange Nassau.

"I was actually visiting the Mayor (Ron Wallace) at the same time he was playing host to a Dutch delegation, and was informed the Consul General wanted to speak with me," Salsman recalls. "I traveled a lot during my time with IEL and they had my name as someone interested in aiding Nova Scotia, so they asked me to become Honourary Counsel. In that capacity I handled such things as issuing passports, dealing with Dutch ships that came into port and acted as a central point for mail and payroll to assemble when Dutch naval ships put into Halifax."

Although 'officially' retired now, Salsman remains active. "Over the years I developed a fairly extensive investment and real estate portfolio, so after I sold Parker Brothers I placed everything in Salsman Investments Limited. It's sort of a family organization, and that's what keeps me busy now—looking after those operations."

Ian MacInnes

CANS Honourary Life Member 2002

Ian MacInnes says he's not sure why he gravitated toward the construction industry as a career choice, but suspects it might have a lot to do with a theory put forward by an old friend and mentor.

"There are a lot of great people involved in the construction industry, and one of them was my old friend Jimmy Kent, whom I met while working in Newfoundland. Jimmy had this theory about construction, saying the reason we chose that line of work was because we had never grown up; we still wanted to play with trucks and tractors, hammers and nails like we did as kids. I guess there's some truth in that."

MacInnes' "growing up" was actually done in Nova Scotia's Annapolis Valley in the small community of Hortonville. He can remember going to grade school in a small, two-room school house, before graduating and moving on to an Applied Sciences degree from Acadia University in Wolfville.

"My very first construction job was the restoration of a covered bridge between Hortonville and Avonport," MacInnes recalls. "I was still in school and was looking for a summer job, so I went to see the foreman to ask for work. He said he couldn't hire me because he didn't know which political party my parents voted for. So I went home and asked them; they each voted for a different one, one Liberal, one Conservative. I went back to the foreman and told him, 'Well, you're guaranteed at least one vote.' He agreed to hire me, but I had to work the night shift, 6 p.m. to 6 a.m.

"I certainly met some of the most 'interesting' people I've ever known working that particular job. The night seems to bring out a totally different type of person than those you meet during the daylight hours."

After finishing his studies at Acadia, he took a few years off to work before returning to finish his education with a degree in Civil Engineering from McGill University in Montreal. It was during these years that he worked in several different projects in Newfoundland and Labrador, eventually joining Tidewater Construction of New Glasgow. It was while working there that he served as project engineer on the construction of a breakwater in Port aux Basques.

"The breakwater had to be built to control the swells, which were too high and prevented the ferry—the William Carson—from being able to dock at the new terminal. It's funny, because the locals told the government the swells were too much for the Carson at that site long before the decision was made to send her there. The old terminal was sheltered by Vardy's Island. So the breakwater was needed to make the harbour suitable for the Carson.

"Part of the challenge was that we had no where to get the rock we needed to build the breakwater. So what we ended up doing was drilling tunnels, called coyote tunnels, into the rock face of Graveyard Point, filling it with explosives and detonating about a 100 foot deep section off the Point to create the rock we needed. Although this method had been used before elsewhere, in those situations the tunnels were packed with sand after the dynamite was set; we were the first to fill the tunnels with water. The explosions caused quite a stir in Port aux Basque when we set them off."

However, it's the explosion that didn't take place that makes the project still stand out in MacInnes' memory. "At one point we ran out of dynamite, and I had to take a truck and drive inland to get some more. There was no real road at that time, so it was pretty rough going. On the way back, one of the tie rods broke and I had to wire it together in order to get back to the site. When I got back, I found out just how close a call I had just survived; the dynamite they gave me was so old, the nitroglycerin had

worked its way out during the drive and was loose in the back of the truck."

After McGill, MacInnes returned to Nova Scotia and started his own construction company, Quemar Co. Ltd. "I did a lot of small jobs, the kind of things no one else seemed to want to do. There was nothing major, maybe 40 to 50 service stations throughout Atlantic Canada, a lighthouse at Chebucto Head, a radio transmitter in Newfoundland, a lot of jobs for the oil companies—nothing major, just all strange little jobs that seemed to come out of the woodwork.

"One of the odd little projects I did with Quemar was the lighthouse keeper's residence up at Port Bickerton. I put in a bid on the project without even looking at the site, something I had learned not to do earlier in my career but forgot on this occasion. I was reminded why I'd learned that lesson when I won the bid and finally went to inspect the site.

"There was no road, no way into the site except by boat. One reason my bid was lower than everyone else's is because they had all allowed for the use of a barge to carry in their equipment. So what I ended up doing was cutting a road along the edge of the beach into the site, across several different property lines, in order to get my equipment in to do the job. It worked out in the end though; the Department of Transport ended up taking it over and maintaining it as an access road to the lighthouse."

"My last construction job was the management of about 115 houses being built for the US military in Goosebay," MacInnes remembers. "We went in and built the streets, put in the services and power lines, erected these pre-fab houses, made the grass grow—basically created a whole little town."

During his years on the building side of the construction industry, MacInnes split his time between his own company and Aberdeen Paving Ltd., still a familiar name in local construction. But by 1969, MacInnes says he was ready to try a new challenge, and left construction to become a supplier. He formed Ian MacInnes Enterprises Ltd. and became a top distributor for such companies as Master Builders and Dow Chemical of Canada Ltd.

It was during his years as a supplier that MacInnes became heavily involved with various industry associations, serving as Chair of the Construction Association of Nova Scotia (CANS) in 1975, and later as Chair of the Canadian Construction Association (CCA) in 1979. He also served in a number of other capacities, including stints as Chair of the General Contractors Section, Standard Practices Committee, president of the Design Construction Institute (DCI) and as CCA liaison.

"I believe that if you work in a particular industry, you should give back some time to it," MacInnes says. "That's one of the important things in life."

It was this sentiment that led to his first involvement with the CCA. The national annual general meeting was scheduled for Halifax, but there were some problems with the organizing committee and MacInnes was asked to help get things back on track.

"When I stepped in as Chair of that event the deadlines were fast approaching, but we put together a fine program. I had the best committee you could ask for. Everyone seemed to have a great time. I got to meet a great bunch of people through my association with the CCA over the years."

During his time with CANS, MacInnes dealt with several issues, including labour shortages, centralized bargaining and the formation of the DCI. His year as Chair of the CCA came at the height of the debate surrounding construction of the MacKenzie River Valley pipeline, but stands out in his memory for other reasons as well.

"It was a very interesting time and I traveled all across the country, but it was probably the hardest year of my career. The full-time president was ill during my whole term, and actually passed away at the end of the year. Plus, a number of other key personnel left at the same time. It was a tough year."

By 1984, MacInnes says he had "worked myself out of my best line. Dow informed me they were going to take over the distribution of their own products, but gave me three years notice—more I think than any other distributor received. In fact, they asked me to join Dow, but I decided it was time to move on."

Calling it semi-retirement, MacInnes kept himself busy doing some arbitration and mentoring. It allowed more time for a passion that he first discovered in the early 1970s: sailing. His love of the sport resulted in not one, but four Marblehead trophies he and his crew won sailing in the famous Marblehead to Nova Scotia race.

That same passion was passed on to his son, Brian, who accompanied his father at the young age of 10 years old on a sailing trip down the Saint Lawrence and around the coast to Halifax. Brian is currently in New Zealand as a member of the crew on one of the boats competing for a shot at the America's Cup.

Ian and Rosemary, his wife of more than 40 years, have three children: Holly, Heidi (married with one daughter) and Brian (married with two children).

John W. Lindsay

CANS Honourary Life Member 2003

The Lindsay name is almost synonymous with construction and development in Nova Scotia, especially in the Halifax area, yet it might never have achieved such status if not for the words of a stranger whose influence is still felt to this very day.

"I don't even know his name," admits John W. Lindsay, "but I remember him so well. He was a mining engineer who was in South Africa when the war broke out and was frozen in his job. He finally got them to let him come home by joining the army. I had joined the army in 1943 but was underage, so they had me in learning courses while I was stationed at Petawawa. That's where I met him.

"He was fascinating to me, where he had been and what he had done, so he had a great deal of influence on me. He told me not to stay in the army, to get out and go to university. I was only at Petawawa a short time before being transferred to Sussex and I never saw him again. But shortly thereafter I left the army and enrolled at the Nova Scotia Technical College. Of course, mine engineering was the first thing on my mind so I signed up for that."

The desire to follow his mentor into the mines didn't last though, and Lindsay later switched his focus to the civil program.

"The more I thought about it, I just didn't want to go underground," he explains.

The switch to civil engineering was a logical one given Lindsay's early influences. He was born in Brooklyn, New York, where his father was a steel worker. Originally from Woodstock, N.B., the family often spent time there as he was growing up, and permanently moved back home when Lindsay was eight years old. He returned to New York in later years, working summer jobs erecting high steel with the famous Mohawk steel men.

"What most people don't know is that there were three times as many Newfoundlanders down there working the steel as there were Mohawks, and they were just as good," Lindsay recalls.

Although he didn't know it at the time, Lindsay's involvement with Newfoundland was to become much more intimate in just a few years. After graduating in 1951, he went to work for a short time in Northern Quebec, but soon left for a larger opportunity in the U.S.

"I was working on a dam and power house for Alcan at Devil's Falls, just north of Lac St. Jean, but my wife was really unhappy there. She couldn't speak French and no one there could speak English, and with a baby it was hard for her. I had become friends with one of the engineers for the U.S. company doing the excavation and this led to me joining Walsh Perini Groves & Slatthery in the U.S." Lindsay says.

This move later brought him to the attention of Rhode Island-based Ayers Hogan Booth, which approached him about going to Greenland to work on U.S. Air Force bases.

"I never made it to Greenland," Lindsay says. "I got as far as Newfoundland and was working on some bases there. Before I could go on to Greenland there was a change in company management and, within just three months of my arrival, I was made manager of the company's Newfoundland subsidiary, Allied Construction Company in St. John's."

Lindsay's association with Ayers Hogan Booth helped shape his future endeavours to a great extent. After serving in St. John's for a number of years, he went on to manage the parent company in Rhode Island. Even after leaving there to strike out on his own in 1959, his first thought was to return to the types of projects he first worked on in Newfoundland.

"I knew I wanted to work with the U.S. Air Force again," Lindsay says, "so I got in contact with Jack Bryant of Bryant Electric, who I knew from my former days up there. I got my first job through him in Goose Bay, Labrador, and Jack actually became my partner in J.W. Lindsay Construction Ltd. And that's how I ended up with an office in Goose Bay for about 14 years."

John Lindsay was able to buy out Bryant after two years, by which time he was already looking farther afield for future projects. His first job in Halifax came in 1960 when he built a new car dealership for Cole Motors on Columbus Street.

"It's a good building. In fact, it's still there. It was the home of W.A. Moirs for many years," Lindsay points out.

From that small start, John Lindsay's efforts in Halifax expanded rapidly. The company became a dealer for Armco steel buildings — a field it's still in today — and was one of the first companies to adopt the concrete tilt-up construction method, helping to pioneer the Design-Build approach that is today a staple of the industry.

"Eventually the Halifax and Labrador operations became almost like two different companies," Lindsay says. "So, after 14 years there, I sold the Labrador operation to the fellow who was running it for me, Larry Fahey."

With the focus now solely on Nova Scotia and Halifax in particular, Lindsay also decided it was time for a change in his own personal interests.

"Around the same time I was wrapping up operations in Labrador, Larry Wilson was appointed president of the company and I became Chair and CEO. That was when I began my new career as a real estate developer. It wasn't long before my development business became the construction company's biggest customer."

Development efforts started with new buildings along Halifax's Strawberry Hill, including a new home for Williams Stairs Son & Morrow, and expanded to include hundreds of buildings in the Burnside Industrial Park and such well-known waterfront landmarks as the Purdy's Wharf towers and Casino Nova Scotia.

"Burnside is a big area for us," Lindsay says. "There was little land left to develop in Halifax back then and I was looking for a new opportunity. We ended up building the first two buildings to open in Burnside, even before the new bridge was completed. We also built quite a few in Burnside's predecessor, Commodore Estates. In fact, our company headquarters here on Fielding Avenue marks the dividing line between the old Commodore Estates and what's now Burnside."

Lindsay's eye for a good business deal was never limited to the construction industry. Over the years he was involved with a variety of ventures, including Atlantic Industries, Major Foods, Nova Scotia Armature Works and Halifax Shipyards, and a director of Canada Trust, Maritime Life, MTT, Corporate Communications Ltd., Math Resources Ltd. and various real estate and environmental operations.

"I don't want a lot of spare time; I like doing things and coming to work, so I still keep looking for business opportunities. I'm still active as Chair of J.W. Lindsay Enterprises and in the leasing of a few buildings, plus I serve on the boards of several companies."

In addition to his work-related endeavours, Lindsay also maintains a hectic volunteer schedule. After sitting on the board of the YMCA for many years he is still an active trustee; he's a long time member of the Board of the IWK Children's Hospital and the founding Chair of the IWK Foundation; and a former director of Dalhousie University.

This willingness to give back to the community finds its corporate expression in the fact that J.W. Lindsay Construction has been a member of the Construction Association of Nova Scotia almost from day one. The company has a long tradition of its presidents being active members of the Association, including Larry Wilson, Bob Todd and Ernie Porter.

"I've often pushed them to get involved with the Association because I think its important to be involved and give something back," Lindsay says.

However, Lindsay does admit there's one down side to his longevity in the business.

"Almost all of the large companies I knew when I started up are now gone," he laments.

Laurie B. Stevens

CANS Honourary Life Member 2003

There aren't too many people to whom the word "pioneer" can be properly applied, but in the case of Laurie B. Stevens it's certainly justified.

Stevens and his firm L.B. Stevens Construction was the first, and for a few years the only, company in the region to specialize in concrete tilt-up construction. At a time when metal buildings were king, it was a hard sell to convince clients that concrete was the better choice.

"Yes, I guess you could say our work was pioneering," Stevens admits. "The only help we got came from tilt-up companies in California and Dayton, Ohio. All we had was the conviction that it was a sounder building and cheaper to heat, but it was hard to convince clients who were already spending millions to add an extra seven to eight per cent to their costs up front to try tilt-up.

"And in those days we couldn't even compete for government buildings. The regulations called for at least two or three bids for similar construction methods for comparison purposes, and there was no one but us doing tilt-up."

That situation has certainly changed. Tilt-up construction is now commonplace across the region, and has spread from just commercial applications into apartment buildings and multi-storey projects. Perhaps as a result of the early work done in the field by L.B. Stevens Construction, Atlantic Canada leads the country in terms of tilt-up's market penetration.

As is usual with individuals who leave a lasting mark on their chosen profession, Stevens never started out to be a construction pioneer. It was probably the last thing on his mind as a young man just graduating from the then Technical University of Nova Scotia in 1957 with his Bachelor of Civil Engineering.

"I first started out working for the Nova Scotia Power Commission, which was in the process of planning Wreck Cove. When that project fell through, I returned home to look after my father's homebuilding business, due to his development of cataracts, while I planned my next move. I remember back then Nova Scotia looked awfully small to me, and the pull to move on was strong.

"But my father convinced me to speak with a gentleman he knew, Gordon Cowan — who later went on to become a chief justice — and it was his counsel that convinced me to start my own company. Besides, all my family was here and that ultimately was a stronger pull than anything else."

So L.B. Stevens Construction was founded in 1959 with Stevens following his father's lead into homebuilding. Until 1975 the company built dozens of homes across metro Halifax, many of them on speculation. It also ventured into land development through Penhorn Realty, Woodlawn Realty and Bridgeview Realty.

"You have to remember that back then we were selling houses for about $10,000 to $12,000. We even offered a five-year warranty for our work, which was pretty good at the time until the Home Ownership Warranty came out for only $100. It offered the same sort of coverage we did, but ours cost us a lot more than $100, so I knew it was time to get out."

The turning point came when the company purchased the former Dartmouth Ready Mix from owner Cyril Hubley. That was when the homebuilding side was left behind and the push into tilt-up construction began.

"I was fortunate to have some excellent people with me including Murray Parker, who came to us straight from TUNS (Technical University of Nova Scotia). Together we built well over 100 tilt-up buildings across the region,

mostly using the Design-Build approach that was also just emerging at that time.

"In fact, at one point Murray went to the U.S. to accept an award we won from the Tilt-up Concrete Association of North America for being the biggest tilt-up contractor on the continent. It was quite something for a small company from Nova Scotia down there among all the big American operations."

By this point, Stevens admits his interests had wandered somewhat. With Parker in charge of the construction side of things, Stevens began to explore other business opportunities. Eventually, the company grew into the Stevens Group of companies that included Stevens Group Management, BD Stevens Ltd. (his father's original company), Dartmouth Ready Mix, Quality Concrete of Moncton, Mobile Ready Mix Ltd. of Bedford, Scotia Nursing Homes Ltd., Gateway Materials Ltd., L & M Enterprises Ltd., Concrete Services Ltd. and Citadel Contractors Inc. of Raleigh, North Carolina.

"At one time, we were involved in part ownership in the company that held the Canadian distribution rights for Cross pens," Stevens recalls. "We were into a little bit of everything."

The last name on that list, Citadel Contractors Inc. of Raleigh, North Carolina, was started in 1993 after the American market expressed a lot of interest in the Design-Build approach the company promoted. Stevens remembers North Carolina as a very busy spot for construction back then and the time seemed right to start a U.S. branch operation.

"Glenn Doncaster was our on-site man in charge down there, and our tilt-up efforts really took off. He and his people have won five awards for their designs over the past few years."

Through all the various phases of the company one thing remained constant: a dedication to contributing to the health and growth of the industry as a whole. During the 1960s Stevens was a valuable member of the Nova Scotia Home Builders Association, playing an active role in the development of the housing portions on the National Building Code. He was also instrumental in convincing the Canadian Home Builders Association to hold its national convention in Halifax for the first time in 1963.

"We brought Premier Stanfield and the Mayor of Halifax John Lloyd in to speak to the Association, and we guaranteed them we would sign up more than 100 delegates for the event, which was a big number at the time. I think we ended up with 1,200 delegates registered for the convention, which was an unheard of number. We didn't even have enough hotel rooms in the city to hold them all. After that, they began to move the convention around the country and 1,200 became the norm.

"I remember we had delegates here from out west who had never seen the ocean and they were amazed when we took them to Peggy's Cove. Poor Mr. Zwicker of Zwicker's Gallery was overrun with these homebuilders wanting to buy every picture he had of the ocean. I believe we sold him out that day."

In the 1970s, Stevens carried that commitment on to the Construction Association of Nova Scotia, acting as a representative for the homebuilding side of the industry on both the Board of Directors and the Labour Relations Committee.

Even Parker carried on this tradition of giving back to the industry, serving for a number of years as president of the Tilt-up Concrete Association of North America.

Stevens' strong business sense in his own dealings also lead to him serving on the boards of several other companies over the years. Such companies as PEGA Capital, Atlantic Trust, Atcan Capital Ltd., Novatron, ITI Education Corp. and the Great Eastern Corp. have all sought out his participation. He was also honoured by his alma mater with an Honourary Degree, Doctor of Civil Laws, from Acadia University in 2002, and was chosen as a member of the Junior Achievement Nova Scotia Business Hall of Fame in 2001.

Stevens remained active in all of the company's various operations until 1999, when medical problems led to him slowly winding down his involvement and turning things over to his sons. But he admits the fire to be active in the industry continues to burn.

"My approach was always to find the best possible people, put them in charge and let them do their job. And that's what I miss the most: the people. If the doctor said I could go back, I'd be there tomorrow."

Stevens and his wife, Marilyn, recently moved into a new home in Windsor where they're enjoying the role of grandparents to 14 young members of the Stevens family.

Bruce Gordon

CANS Honourary Life Member 2004

It was more than four decades ago, but you can still hear in his voice the unbridled enthusiasm and excitement Bruce Gordon felt when first arriving in Canada from the United Kingdom. And why not? He was a young man arriving at the start of the 1960s in Montreal, arguably the most cosmopolitan city in the country. What's not to be excited about?

"Frankly it scared me to death, but it also turned me on," Gordon admits as he recalls those first heady days of coming to Canada and joining the small construction firm, Robert M. Miller. "I was thrown into a situation where this little company didn't get work unless I was able to secure it. I never knew the fun side of working before that. It made me feel vital!"

It was also a complete contrast to the rather rigid structure of the construction industry in the U.K., where Gordon received his early training. Over there, he trained as a quantity surveyor – a position that has no real counterpart in North America, the closest thing being an estimator.

"In the U.K. you first have to put in 20 years in the industry and then they'll talk to you. But when I arrived here there was a totally different approach to young people. Here, there was no discrimination because you were young. If you thought you could do it, then they said, 'Go ahead.'"

And go ahead he did. After starting with Robert M. Miller as an estimator in 1959, Gordon quickly rose through the ranks, leaving his original employer to join the Foundation Company of Canada. Just five years after his arrival in Canada, Gordon was appointed assistant district manager of the Maritimes and moved to take up his new position with Foundation Maritime. It was a move that helped define the rest of his career.

"From that time on I managed construction companies of one type or another until the day I retired," Gordon says. "And throughout that time Dartmouth has always been our home base, even when I spent 10 years running Cromarty Construction in Sydney for Jerry Nickerson."

In addition to Cromarty, several other construction companies have sought out Gordon's expertise. He worked for several years each at Cambrian, Fraser Brace, Rocca and McAlpine, before finishing his professional career with a six-year stay in Boston, managing A. Bonfatti and Company Ltd., a division of McAlpine.

"McAlpine is a fabulous company," Gordon says of his final employer. "I was very pleased all my life to say I was in the construction industry."

As for his sojourn south of the 49th parallel, Gordon says the industry in the United States has much in common with its northern neighbour, but there are differences.

"In the U.S. everything is much the same as here in Canada, but it's just a little bit tougher – especially the unions."

Yet, despite the different firms he worked with over the years, Gordon says the project that stands out the most in his memory came about during the late 1980s.

"The Park Lane Mall in Halifax was a particularly heavy challenge," Gordon recalls, "and it was also the first time I worked with McAlpine. At the time I took over it was one year behind schedule and about $3 million over budget. We not only finished on time for the opening, but also claimed a bonus for meeting the schedule."

However, Gordon does admit they had a little help in overcoming the time deficit.

"Technically you could say the building was late by three weeks, but I still contend we finished on time because Halifax Developments (the project's owner) wasn't ready on their side of things and had to delay the opening."

No matter where he was working though, the one thing that remained constant during Gordon's career was his commitment to giving back to the industry of which he was so proud to be a part. That commitment began only a year after first coming to the Maritimes when the Construction Association of Nova Scotia (CANS) found itself in need of a committee chairperson.

"My boss at Foundation Maritime at the time was approached by CANS to see if he could spare me to take over one of their committees," Gordon says. "He said yes, so in 1965 I became chair of the Safety Committee and was put on the Board. I just loved every second of my time with CANS and sat on just about every committee there was. And when I ran out of CANS committees I became a charter member and one of the early chairs of the Design and Construction Institute."

Gordon served on the CANS Board for 15 years, including a stint as Association chair and six years as a Nova Scotia representative with the Canadian Construction Association (CCA).

"I believe it was 1975 when I was nominated to join the board of the CCA. Back then, as a single member of a 70-member board, there wasn't a chance to say much. Then a couple years later, after taking over the Chair of CANS, I joined the 14-member executive of the CCA and let me tell you, those guys really work.

"It was a super group of guys and we were all extremely involved in the industry and treated it very seriously, but it was also a time of some really enjoyable experiences."

One of those enjoyable experiences involved the drafting of changes to the standard sub-contracting document used throughout the industry. Gordon was charged with securing the buy-in of both sides to the final draft, but quickly found that neither side appeared willing to compromise. However, appearances can be deceiving.

"I truly expected it to die right there in front of everyone at the CCA meeting, so what a lift it was, a real thrill, when it was approved unanimously. I was speechless," Gordon says.

After several years on the executive, Gordon was approached to become CCA Chair. That's when conflicts between his responsibilities back home and at the national level came to a head.

"For me, Nova Scotia came first, so there never were any conflicts between my roles with CANS and the CCA. Where there was some difficulty was between my work with the Associations and my employer. There was no chance I could take the time needed to be national Chair, so I had to decline and leave the executive and the Board. But it was the culmination of some great years with the CCA and it was really such a thrill to be involved at that level."

Gordon officially retired in 2000, but continues to keep tabs on his old profession, serving on CANS' strategic planning committee just last year. Despite advances in technology and techniques, Gordon says he finds the construction industry of today to be much the same as during his most active years.

"I don't think anything ever really changes," Gordon says. "Everyone always says it's getting harder to make money – we thought that in 1962 and they still do today – but really it's still just a matter of hard work and everyone staying on their toes."

Throughout his career, Gordon enjoyed the full support of his wife, Shelagh, and their four children. In fact, Gordon says Shelagh was "a very important part of all the Association work. I couldn't have done it without her."

Although retired, Gordon says he's busier than ever and has fully embraced one of his other passions, golf.

"I really don't know where I ever found the time to work," he chuckles.

Lloyd MacLean

CANS Honourary Life Member 2005

The sincerity is evident in Lloyd MacLean's voice when he speaks of how much he enjoyed his years in the construction industry. At the same time though, he seems equally convinced his retirement in August 2004 was the right move given the changes in the industry since he first started in the mechanical sector back in 1964.

"Things are way, way different than years ago, particularly in the residential market. Now construction is a real 'business' – you have to have well-educated people running it in order to deal with all the red tape and government involvement. You need to have so much knowledge about everything, which is leading to more and more firms becoming so specialized."

The other major contributing factor to his decision to retire, MacLean says, is the changing nature of competition within the industry. The unionized versus non-unionized debate has dramatically shifted over the past 40 years.

"We were a union shop, but it's becoming harder to be competitive that way. It's more difficult to get projects now with the non-union shops becoming more aggressive in going after larger projects. It's a trend right across Canada and it's easy to see why union wages are up to $37 per hour while you have some non-union shops working for $20 per hour. If I was starting out today, I would probably go non-union."

When he first started out with McKay Heating and Plumbing Ltd. in New Glasgow – right after graduating from vocational school – MacLean says the emphasis was more on the trade, on knowing how to do the job. The business side was important, but came second to professional knowledge. The focus on quality work hasn't changed, he says, but it's now equaled by the importance of the business side of the equation.

Put that together with the advances in technology and education, and MacLean believes the opportunities for young people entering the construction industry today are better than ever.

"The trades are a good career choice today, much more so then in the past. It's much more of a professional business than when I started out."

For anyone starting out in the construction industry today, MacLean hopes they're lucky enough to find a mentor like the one he found in his first employer, George McKay. Fresh out of school, he admits he still had plenty to learn when he first signed up as an apprentice plumber. He credits McKay with much of his success in working his way up through the company.

"George McKay was certainly a big influence on the way things turned out for me. He was fair, smart and knew the business inside and out."

MacLean spent 15 years at McKay Heating and Plumbing Ltd. as a supervisor, moving into estimating and eventually becoming a part owner and vice president when the company split into two divisions, joining with partner Bill McKay Jr. – son of one of the company's original owners. During those years MacLean worked all across northeastern Nova Scotia, through Canso, Parrsboro, Amherst, Pictou, his hometown of New Glasgow and Antigonish. Projects covered both the residential and commercial markets and the company kept two service vans on the road all the time, working on projects that included many regional schools, the Michelin plant in Granton, Saint Francis Xavier University, the Aberdeen Hospital and – most recently – the Fox Harb'r golf development.

However, MacLean's influence travelled far outside this region. He served for many years on the Board of Directors for the Mechanical Contractors Association of Canada (MCAC), acting as the Association's Vice Chair, Eastern before taking over as Chair in 1998-99. He also represented the Construction Association of Nova Scotia (CANS) at the MCAC table, serving as Chair of CANS' Mechanical Section for 10 years.

During this time MacLean was significantly involved in working with the federal government to improve matters involving the construction industry, putting in a lot of time on the 'Paid When Paid' clause, which enshrines the principle of general contractors being obligated to pay their sub-contractors upon getting paid themselves.

In fact, MacLean's willingness to serve in whatever capacity he could prompted the MCAC to honour him with a unique 'Step Up to the Plate' award in recognition of his varied and many contributions to the organization.

"I first got involved with the associations to be part of trying to make changes for the betterment of the contractors. The more voices we had, the more our concerns would be heard and changes made," MacLean says. "It was also an opportunity, especially in CANS, for both union and non-union to work together.

"I also wanted to get involved to see what was happening throughout the industry; to meet other contractors and see what problems they were having. It was a way to give back to the industry some of my experience and insight over the years."

And it isn't only the construction industry that benefited from MacLean's willingness to get involved; he practiced what he preached close to home too. He served as town councillor in Westville, where he still lives with his wife Karen, for 17 years and also chaired the Pictou District Planning Commission Board. There were also terms as Chair of the Board of Directors for Nova Scotia's Community College-Pictou Campus, president of Westville Rotary Club (two terms) and assistant district governor for Rotary in Atlantic Canada.

Somewhere in there he also found time to help Karen raise three children (who have all gone on to professions in medicine), be active in minor hockey and ball when the children were young, and even appear in several local drama theatre productions.

After all that it isn't surprising MacLean decided last year it was time for a break. However, the decision to retire wasn't an easy one since it not only meant the end of his working career, but also the end of the company of which he was so much a part.

"We just closed up the business last August (2004)," MacLean says. "My partner (Bill) didn't want to continue by himself, so we closed it down. I believe he's now doing some project management work with Flagship Construction in Truro."

The original plan was to use retirement as an opportunity to enjoy more time with his three grandchildren and indulging his enjoyment of golf, curling and woodworking. However, health problems have intruded on those plans for now. Following a small heart attack, MacLean has undergone a triple bypass and last December had more surgery to treat colon cancer. The cancer has spread to his liver and he is currently undergoing chemotherapy to arrest the disease. But even retirement and health challenges combined have done nothing to diminish MacLean's urge to be involved and contribute to the industry he loves.

"I certainly enjoyed my association with CANS' Mechanical Section over the years. In fact, I hope to still be involved. I served on the strategic planning committee for a number of years and I'm still willing and able to do some volunteer work for them."

Bill Reid

CANS Honourary Life Member 2006

Opera stars, prima ballerinas, jazz musicians, perhaps the world's most famous exotic dancer and Nova Scotia construction. What do they all have in common? Bill Reid.

Reid has been a member of Nova Scotia's construction industry since 1979, when he convinced M. Sullivan and Son Limited to open a local office in Cape Breton. Since then he was involved in many significant construction projects and played a leading role in a number of construction-related organizations. But a life in construction was just about the furthest thing from Reid's mind when he was a young lad growing up in Montreal during the 1930s and '40s.

Born in 1927 in St. John's, Newfoundland, Reid was the son of Reverend William Reid, a United Church minister who moved from parish to parish all over Newfoundland. Then, in 1938, the family pulled up stakes and moved to Montreal.

Talk about culture shock, try going from the small fishing outport of Wesleyville – the unofficial sealing capital of Newfoundland – to Montreal in the 'Dirty Thirties.'

Montreal was then Canada's largest city and easily its most cosmopolitan. This was quite a revelation for a young man about to enter puberty. During those formative years, Reid was fortunate enough to encounter a number of famous people from various walks of life. He counts among the highlights an opportunity to dance with Margot Fonteyn, generally considered the world's greatest ballerina. By 20 years of age she had already danced many of the greatest roles in ballet. She went on to form a famous on-stage partnership with Soviet-born dancer Rudolf Nureyev during his tenure with the Royal Ballet. In 1979 the Royal Ballet granted her the rare title prima ballerina assoluta.

He also got to see performances by another famous dancer, Lili St. Cyr. Cyr first rose to fame performing at the Gayety Theater in Montreal in 1944. Her performance was notable for such acts as taking a bath on stage and the reverse strip. Her trademark dance was "The Flying G," which involved a stagehand pulling a fishing rod attached to her G-string, sending it flying into the balcony as the lights were dimmed.

On the other end of the cultural spectrum, Reid says he can still remember hearing the great operatic tenor Jussi Bjoerling perform in Montreal.

"I remember he had a voice that nearly shook the walls," Reid says. "Many said he was even better than (Enrico) Caruso."

However, perhaps a more lasting impact came from his friendship with Maynard Ferguson, the famous jazz trumpet player and bandleader. Ferguson was noted for being able to play accurately in a remarkably high register, and for his bands, which acted as stepping-stones for up-and-coming talent.

"We went to the same high school and were in the same class," Reid recalls. "I used to go over to his house and he used to come over to mine. I believe he was still performing up until a few years ago."

Another schoolmate was Oscar Peterson, but he was a year behind the other two and Reid says the three of them didn't spend much time together outside of school.

Even with all this enticing him to stay, the almost constant moving around of his youth gave Reid a wanderlust he indulged as a young man. He did enroll at Sir George Williams College, which latter became Concordia University, but didn't stay long before hitting the road.

"I would work somewhere to make enough money to go somewhere else," Reid says of those years. "I was looking for fun and got to see a good part of Canada and the United States that way. I worked for Canada Packers, crewed on a fishing boat on Lake Erie, ran a hot dog stand on the beach in Port Dover and worked the rail line from North Bay to Quebec."

Reid eventually made his way to Goose Bay, Labrador and it was here he learned to be a surveyor.

"I had never lived so well in all my life as I did up there," he says. "I was working for an American company that was building one of the old DEW Line radar detection bases and I was based on this little island right at the northern tip of Canada. It was so small it was practically a bald rock and its only name was N-30. It was only a mile long and on a clear day you could see Baffin Island.

"But the company looked after us very well. They brought in all kinds of movies for us to see and plenty of Budweiser."

After leaving Labrador, Reid moved to Murdochville, a small town on Quebec's Gaspé, to work on the copper mines. It was there he met Irene Michaud of St. Quentin, New Brunswick. She had come to Murdochville

to work as a secretary, but agreed to go with Reid to Petawawa in 1953 when he was hired by C.C. Parker and Associates to work on the construction of the military base there.

The couple married in 1955 in Petawawa, but Reid was on the move again later that same year when he joined M. Sullivan and Son and they moved to Arnprior. Though he didn't know it at the time, this was to be Reid's last move for almost 25 years.

"I had found my home," Reid says of his years with M. Sullivan and Son. "I started off as a surveyor and worked my way up to estimator, then chief estimator and finally vice president. You were on your own then, you did the estimating, the managing, everything. It kind of scares me now when I think of working for the same company from 1955 to 1995. The company is now run by the fourth generation of the founding family and each one has made the company a little better than the previous one. Sullivan is still one of the top 50 best managed construction companies in Canada and is bigger than ever."

However, Reid's days in Arnprior became numbered in 1975 while he was working on a school Sullivan was building for the Department of Indian Affairs.

"One of the principals on the job asked me if we would like to bid on an expansion to the Alexander Graham Bell Museum in Baddeck and I thought to myself, 'Why not?'"

Both of the Reids had spoken many times of moving back to the Maritimes and the Bell project seemed to offer that possibility. After convincing Sullivan to try for the job, the couple travelled together to Cape Breton to investigate the project.

"Once we got here, we thought we were in heaven," Reid says. "We enjoyed ourselves a lot. We went around the Cabot Trail before returning home to bid the job."

That bid turned out to be the lowest one tendered and Reid embarked on a period in which he was commuting each week between Cape Breton and Ontario.

"I would fly down to Cape Breton every Sunday and then fly back on Fridays," Reid says.

The Bell project was a success, although it didn't come without its challenges. Reid remembers one day while working on the roof – a concrete clear span of 110 feet by 110 feet – when a freak storm blew in just as they were about two hours into the project.

"We had to stop everything and try to cover things up as much as possible. When we were able to get back to work, parts of the roof had to be chiselled out of the ice and snow. That cost us about $100,000 in delays," Reid says.

However, the project was completed successfully and quickly led to other opportunities in Cape Breton. Reid seized the opportunity to end his long weekly commute.

"I talked them (Sullivan) into opening a Cape Breton office so we could pursue these other jobs. The Bell Museum led to work on a school in Eskasoni and we went on to work on the Cape Breton Post building, the Glace Bay hospital, renovations on the North Sydney hospital, various jobs for Devco, two office buildings in Sydney, the renovation and expansion of the Holiday Inn, construction of a Comfort Inn, the RCMP headquarters, St. Anne's Church in Glace Bay... I could go on for pages."

By 1981 the workload was enough to warrant Reid being on site full-time, so he and Irene built their second home and moved to Point Edward, where they have lived ever since. It was hard to leave Arnprior, where both their children – Robert and Jennifer – were born and grew up, but Reid says they've never regretted the decision. The home, which overlooks the ocean, is surrounded now by roses and other perennials and is described as a "veritable Eden" by family members.

Throughout the 1980s and into the 1990s Reid became deeply involved in several construction-related associations. He served as president of the Cape Breton Builders Exchange and was a director of the Canadian Construction Association, the Construction Association of Nova Scotia and the Nova Scotia Workers Compensation Board.

"I got an awful lot out of the construction industry, so I felt a certain obligation to the people I worked with to give something back," Reid says about his involvement. "If I had it to do again I wouldn't change a thing."

By the early 1990s job opportunities were starting to become fewer. Eventually Sullivan decided to shut down the Cape Breton office and Reid chose to retire rather than return to Ontario. By this time their son Robert, the eldest, was wrapping up a career at Nortel and now does contract work for the federal government. Jennifer is a professor at the University of Maine. Irene is an acclaimed potter whose work is still very much in demand. And as for Reid, based on his description of it, 'retired' maybe an overly optimistic term for what he's doing.

"I think I was off for only about a month before someone was coming to me asking for help on a project and they haven't stopped since," Reid says with a chuckle. "But it's good. There comes a time when if you don't do something, you lose everything."

Reid says he has played a small role in a number of local projects and describes his most recent endeavour as "the most interesting project I have ever been involved in."

That project involves the restoration and an addition to St. Patrick's Church, the oldest Roman Catholic church on Cape Breton Island. Erected in 1828, the church was constructed in the Pioneer Gothic style of architecture and features hand hewed stone, hand chiselled beams and a 100-year-old wood shingle roof. The church's stone walls are three feet thick, with some stone coming from the ruins of the Fortress of Louisbourg.

"The tower has to be replaced and washrooms and office space has to be added," Reid says, "and everything has to match what is already there. We have to join into the original building without disturbing anything, so we can't make a mistake. If a single stone falls out it could be a disaster."

St. Patrick's has a varied history, having started out serving the Irish communities in North Sydney and beyond and then became home to the Lebanese Maronite congregation until 1950. Now owned and operated by the Old Sydney Society, the church serves as a museum housing artifacts depicting the history of Sydney from the Mi'kmaq to the industrial boom of 1900.

The site also features a cemetery with gravestones that date back to Sydney's earliest settlers. This means any excavation has to be handled with great care.

"We had to have an archeologist sieve through all the ground outside," Reid says, "and I'm happy to report no skeletons yet."

John Fiske

CANS Honourary Life Member 2007

John R. Fiske's name has become synonymous with Halifax's Historic Properties, one of the most successful historic restoration projects in Canada. However, Fiske is the first to admit that back when the project first got started, he knew little about restoring heritage properties. Then again, taking a risk was certainly something Fiske was used to doing by then.

His willingness to take on a challenge is a thread that can be traced all the way back to his childhood in Clarence, Nova Scotia, where he was born on April 6, 1926. His family owned a mixed dairy farm and his father ran a small sawmill, so there was no lack of work to do around home. However, Fiske had set his sights on obtaining his education no matter what obstacles might be in the way.

"In grade 10 I had to ride a horse four miles to and from school in Lawrencetown, but I knew I wanted to get an education if I could," Fiske says. "When I finished grade 10 I had a choice: to finish my education or go to work at the mill. I had an Aunt and Uncle in Annapolis Royal who asked me to come stay with them while I finished school and help them with the Queen Hotel in return. So I struck a deal with my father – if I put in a good summer working in the woods hauling logs, then I could go stay with my Aunt and Uncle and finish school.

"I slept in the lumber camp all that summer and it was tough work, but that gave me all the more reason to work even harder on my education."

So, knowing next to nothing about the hotel business, he was off to Annapolis Royal the next fall to complete grade 11.

Another career about which he knew little beckoned after completing grade 11, and instead of returning to the farm he became a surveyor's assistant at the Canadian Forces Base Cornwallis. He eventually became a surveyor himself, and says he recalls this period as being a great influence on his future career.

"That experience gave me great insight into the construction industry. It helped me a lot when I went to university. I got to see a lot of engineering being done, a lot of earth being moved and how surveying played a role in all of it. It was a huge factor in my later joining the provincial Department of Highways."

University and the Department of Highways had to wait, though. By this time it was 1943 and Canada was at war. The Army was looking to recruit young men like Fiske and was offering a free university education to those who enlisted. So, at the age of 17, Fiske took what could've been the biggest risk of his life and went down to the Kentville Armoury to sign up.

For the next 20 months he trained to be a soldier, even becoming an instructor at his training camp in Yarmouth. However, the real action was overseas and Fiske says he clearly remembers relinquishing the rank he had earned in the camps in order to get to Europe. He was actually on his way to board the ship in Halifax when he and his fellow soldiers were taken off the train and shipped to Debert instead. The war in Europe ended two weeks later.

Fiske wasn't about to let a little thing like the end of the war stop him, though. On May 25 he volunteered for the war in the Pacific and left for training in Edmunston.

"To this day, I still don't know why I did that," Fiske laughs, "but I guess it wasn't meant to be. The war in the Pacific ended while I was still in training in New Brunswick."

In September 1945 Fiske was discharged from the Army and enrolled at Acadia University, where he earned his engineering diploma two years later. While at Acadia, he met Miss Lynn MacNearney, to whom he took an immediate fancy. She asked him to the Sadie Hawkins dance, but before the romance could truly begin, it was nipped in the bud by Fiske's athletic pursuits.

He was a member of the varsity hockey team and, while playing against Kentville for the Valley Championship in the last game of the year, broke his leg. Between the time missed due to his leg and the flu and strep throat that followed right behind, he never got around to asking Lynn out for a second date.

All the missed time meant Fiske had to return to Acadia during the summer to catch up on his studies. Lucky for him, Lynn was there too, trying to shorten her degree in fine arts from four years to three. This time he didn't waste the opportunity and immediately asked her out to dinner – an impressive affair he remembers costing the grand total of $4.

The two married soon afterward and Lynn accompanied him to Halifax when he attended the Nova Scotia Technical College to earn

his degree as a Civil Engineer, working as a dietician and the Victoria General Hospital while he went to school.

Fiske joined the Nova Scotia Department of Highways upon graduation as a resident engineer of construction.

"I was really a tramp engineering," Fiske recalls. "We moved from job to job. In the first seven years of our marriage, we moved 14 times."

With a young family on the way, Fiske was looking for a little more stability. He left the Department for a consulting position on what he thought was going to be the DEW line (Distant Early Warning system), but instead ended up in the requisitioning department.

"It was a paper job – I didn't like it all," Fiske says. "I always enjoyed being outdoors. So when our daughter became ill and we needed the specialists in Halifax, I wrote to the Department to see if they would take me back."

In 1956 he was back in Nova Scotia, serving as the Assistant Registrar of Motor Vehicles. It was under the auspices of the Traffic division that he was able to graduate in Traffic Engineering from the Bureau of Highway Traffic at Yale University. He went on to become Provincial Traffic Engineer.

By this time, the Fiske family had grown to include five children and a newly built home. Fiske says it was a little more than his meagre annual salary of $10,000 could support. It was time for him to take another risk.

He was a member of the Kiwanis at the time and fellow member Bill Stevens had watched with interest while Fiske built his new home. Stevens was struggling with health issues at the time and invited the young Fiske to assist him in his home building business. Fiske agreed and the new firm of Stevens and Fiske was formed in 1960.

"I had to be the least experienced guy in the industry in the country at that time," Fiske says. "I could tick off material costs no problem, but I didn't know a thing about labour costs. So, of course, I was the one who wrote up the quotes. I used to do them up and then ask Bill to look them over. He would look at them for maybe 10 to 15 minutes and then hand them back to me and say, 'I think you're right on.'

"When the first few tenders I bid on came back, we won them all so it looked like I knew what I was doing, but I kept records and we were low on labour on every one of them. I had to adjust our future bids for that and, what do you know, we got fewer jobs after that."

Home building was a tough market in the early 1960s. It was almost impossible to borrow money and the return was small. So Stevens and Fiske shifted into land development and that's where the company found its niche.

"We got into land development in a big way," Fiske recalls. "Our company wasn't considered very large, but we were active – we kept our pencils sharp."

All that activity also included a stint as president of the Construction Association of Nova Scotia (CANS) in 1969. Fiske remembers it as a tumultuous time, bridging the introduction of the bid plans depository as well as significant labour unrest with the unions. Wildcat strikes were not unheard of, thanks in large part to high settlements in Ontario receiving significant publicity. It was during this time that CANS hired a labour relations officer and formed a labour relations branch to work with contractors and the unions to achieve smoother negotiations.

Still, Fiske says the over-riding impression he is left with of that time is one of cooperation.

"When I look back, I remember the great, solid people who worked hard at good relations to cause the construction industry to be trusted," Fiske says. "I think both sides had great faith in us [CANS] and trusted us. That made things much easier."

It around this time that Fiske's involvement with Historic Properties began. At first, his involvement was just supposed to be in a consulting capacity. He worked with Allan Duffus, the architect, to draw up plans for the redevelopment and heritage restoration of Halifax's historic waterfront district. The goal was to produce an estimate of what the project would cost so it could be shopped to potential developers.

However, when no one stepped forward to take on the project, Fiske was asked if he would consider putting in a proposal. Soon afterward, Historic Properties Limited was born and Fiske embarked on the $9 million restoration project.

The project was considered a tremendous success almost right from the start, attracting both national and international attention for its efforts to restore the waterfront buildings as closely as possible to their original condition, while at the same time dramatically increasing property values, tax revenues for the city, attracting increased tourism and providing high quality commercial space that produced significant rental and lease revenues.

"It turned out to be a great thing for the city," Fiske says, "and I was fortunate enough to become involved with organizations such as the Heritage Canada Foundation, where I learned a lot about heritage restoration work – a subject I knew next to nothing about when the project started."

The success of Historic Properties led to similar work restoring the historic Keith's Brewery, as well as involvement in the redevelopment of a significant section of Quinpool Road into a major commercial and apartment complex. There was also the construction of the Central Trust Tower in downtown Halifax.

Along the way, Fiske branched out into other endeavours, becoming one of the founding partners in the styrofoam insulation manufacturer, Truefoam, as well as purchasing and running one of Halifax's best known building suppliers – Piercey's.

But it was for his work on Historic Properties and other heritage properties that Fiske garnered the most renown, eventually leading to his being awarded the Order of Canada by Governor General Jeanne Sauvé.

At present John continues with his interest in land development but leaves much of the day to day work to his engineer son Jock. John is concentrating his attention on looking after his beloved Lynn who suffered a debilitating stoke a year ago. They divide their time between Halifax and their Chester summer home.

Jim Wilkie

CANS Honourary Life Member 2008

The island needed a voice.

That was the main reason behind Jim Wilkie's desire to be involved with the Construction Association of Nova Scotia (CANS). He still strongly believes 'til this day that Cape Breton needs a seat at the association's board table to ensure its needs and concerns are heard when efforts are underway to shape the future of the province's construction industry.

"I've always had a keen interest in what was going on in the industry," Wilkie says, "and always heavily involved in apprenticeship, too. I believe you have to be involved in order to keep things moving toward being the best."

As the past president of AB Mechanical, Wilkie has passed this sense of responsibility along to his successor – Chris Brace. He says you might call it his legacy to the firm.

"I impressed upon them the need for a presence there and to be involved. You have to get your voice out there and be heard," Wilkie says.

Being heard is something Wilkie learned the importance of early in life. Growing up in a small community where everyone knew everyone else, it could have been easy to simply accept what everyone else was saying and do what everyone else was doing. In fact, that's almost the path he traveled when at the age of seventeen he embarked on his first career: the fisheries.

Wilkie was born in Cape St. Lawrence, home to a solitary lighthouse in the farthest reaches of Northern Cape Breton. He attended school in Sugarloaf after his family moved away from the lighthouse, but decided early on his future didn't lie in the academic arena. At the age of 17 he left school to go fish lobster and cod.

For awhile it looked like he might be a fisherman permanently. He caught the eye and eventually the hand of a young lady named Viola from the nearby community of Neil's Harbour – as Wilkie tells it, "everyone North of Smokey knows everyone else," – and settled down to raise a family. Their first son Kenneth was born shortly thereafter.

However, Wilkie's days of hauling traps and lines were numbered. He eventually decided his future had more to do with potable water than salt water and he was off to Halifax to become a plumber. He recalls Mother Nature having a lot to do with his choice.

"A couple of storms at sea and getting wiped out made the decision easy," Wilkie says. "I knew some plumbers back then and it seemed at the time to be a field I would like to pursue."

So, leaving the family back home, Wilkie enrolled at the former Institute of Technology in Halifax and emerged six months later ready to be a plumber. Some of his early work while still in Halifax included the Scotia Square Trade Mart building and the Victoria General Hospital, where he worked on both new construction and renovations. After returning to Cape Breton, he worked on the White Birch Inn at Keltic Lodge.

In 1968 he joined the largest mechanical contracting firm in Cape Breton at that time, J.W. Rudderham. He stayed with the firm right up to its closing in 1992. It was there that he received his red seal as a steamfitter and after a year on the job became a superintendent. A few years later, in 1974, he took over responsibility for the entire construction department, adding estimating, pricing and personnel management to his list of skills.

He also faced increased responsibilities at home, thanks to the latest addition to the Wilkie family, his younger son David.

Wilkie looks back on this period as a time of great change – not just for himself, but also for the industry as a whole.

"We went from using 15 inch cast iron pipe – that had to be cut using a hammer and chisel – when I worked on the Trade Mart project to using plastic piping for almost everything," he recalls. "The entire industry was becoming more technical and structured. Take estimating, for example: the company encouraged a lot of training on estimating and it evolved from basically throwing a dart at some figures to a much more scientific system.

"There were a lot of changes on the job sites too," he continues. "There were significant technical advances and the building codes were changing to reflect this. In the early days, there wasn't a lot of organization on the jobs in terms of how and when the different trades were working. Then slowly it became more scheduled."

Perhaps the biggest change for Wilkie in terms of his career came in the 1990s when J.W. Rudderham closed its doors for the last time. He quickly realized his best opportunity for staying employed was to create his own job.

"When it closed in 1992, I put together a group of six former employees to create a partnership and carry on the kind of work we were doing previously. The only other option was to go on unemployment. Now, AB Mechanical has grown to become one of the largest contractors in the province, but back then the goal was to simply get through the next year," Wilkie says.

That original group of six included Wilkie as president, Don Musgrave as secretary, Terry Kelly from the industrial side of the business, Brian MacLeod, Ian MacSween and Don Gillis as job foreman.

"I had known all of them for years," Wilkie says. "They had all worked under my direction for a long time."

Although he witnessed J.W. Rudderham's demise despite having good people who were aggressive in the marketplace, Wilkie says he was always convinced the new firm would succeed.

"We had a good nucleus of people; they were top notch in the previous company. Plus, we were given a lot of help and support from the industry – they all knew us. As our reputation for good, honest, high value work became established, it got easier and easier to get work. There was no question, barring disaster, we could make a go of it."

The company certainly did make a go of it, expanding from that early beginning of just six to include a complete sheet metal shop in Sydney and a full-fledged fabrication shop in Louisdale. The Louisdale shop really came into its own during the major expansion project at Stora several years ago and has continued to grow. It now occupies 15,000 square feet spread over two buildings.

In addition to the Stora project, AB Mechanical has also worked on the new science centre at St. Francis Xavier University, the Keata pharmaceutical plant in Sydney, nine different public-private partnership (P3) schools across Cape Breton and a long list of hospitals, including Antigonish, Glace Bay and Northside.

Wilkie says the single largest project the company has worked on to date is the gas fractionation plant that was built in Port Hawkesbury.

"We had more than 200 men on that job at one point," he recalls.

Whatever parts of the job Wilkie brought home with him each day, they must have been positive ones. Both sons followed in their dad's footsteps in terms of career choices. Kenneth, the oldest, is a steamfitter who is currently working maintenance at the local correctional centre. David is also a steamfitter and refrigeration mechanic specializing in hvac. He spent many years working for his father at AB Mechanical and just recently returned from a stint out west in Fort McMurray.

Wilkie says his involvement with CANS can be traced back to the start of AB Mechanical. He served on the board and spent three years as Chair of the Construction Management Bureau.

"The important thing at that time was that there was a presence from the island there," he says. "It was this sense of responsibility that spurred me since there wasn't much direct benefit in a business sense from it.

"There weren't that many Cape Breton companies involved back then because it was difficult for people from here to participate. It was expensive to drive to Halifax for all the meetings, both from a cost point of view and in terms of lost time. That's not easy when you're always busy. Usually when I went to Halifax for a meeting, it meant two days to catch up once I got back."

Still, somewhere in amongst all those meetings and days catching up, Wilkie managed to find time to give even more back to his community. He spent 15 years as a scout leader, starting with his own sons and carrying on even after their departure. He was also heavily involved in Junior Achievement.

That interest in working with the next generation also found expression in his work life through his career-long interest in the apprenticeship system. In fact, when asked what he is the most proud of in his career, Wilkie says it's his efforts to improve the province's apprenticeship system.

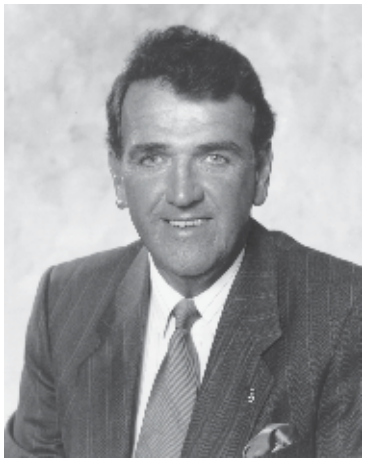
April of this year saw Wilkie wind down his involvement with AB Mechanical. Officially he's retired, although he can still be found around the company's offices on a fairly regular basis. However, he has no concerns about the company's future.

"Except for me, everyone from that first group of six is still there," he says. "The age range was an important part of the selection process so that it would lead to a gradual turnover among the original partners."

Wilkie is cognizant of the fact that the industry, as a whole, needs to plan for succession. He is excited about the expansion of the Youth Apprenticeship Program into Cape Breton and is eager to help guide CANS through the hurdles that program will face. And, although he is now retired, he continues to believe in the importance of having the voice of Cape Breton heard on the board of the Construction Association of Nova Scotia. And CANS is as determined as Wilkie to ensure that the island will continue to be well represented, in the honour, spirit and integrity that Jim Wilkie has set forth.

Jack Flemming

CANS Honourary Life Member 2009



Jack Flemming grew up in a house which is now The Trail Shop on Quinpool Road in Halifax.

Flemming clearly recalls those early years and the impact they had on his latter life.

"Dad grew up in the depression. He was a stockbroker – and stayed working as one right into his 80's – but he kept me away from the Stock Market. He didn't think it was a good choice. So I got a typical type of summer job, doing inspections on roadwork. Back then, everyone got a summer job with the Department of Highways."

Those summers on the roads paid off when Flemming graduated from the Nova Scotia Technical College in 1962 and joined Municipal Spraying and Contracting.

"Most people see all the roadwork I've been involved with and figure I must be a civil engineer. I never tire of telling them I graduated as a mechanical engineer," Flemming says with a chuckle, "which I point out is one step above civil, because we can do both!"

It was at Municipal that Flemming met his career mentor, company owner F. Carl Hudson.

"We developed a very close working relationship," Flemming recalls, "almost a father/son type. I was the only engineer there for 11 years and I thought I would work there forever."

However, that's not quite how it turned out. While Flemming's career was really just getting started, Hudson's was drawing toward its close and he decided it was time to sell the company to a new owner. Flemming thought he was the right one to take over.

"Mr. Hudson wanted to sell, so I went out and raised the money to buy it. But he thought I was too young and wouldn't sell it to me. So I quit."

Flemming says it was a hard decision to make, leaving the company where he thought he would spend his career and starting his own firm, Ocean Contractors Limited. He also had a young family to think about, having married Marion shortly after graduation and four children already on the way.

"Breaking into the industry was tough. There were a lot of sleepless nights. Vacations were never on the agenda. Back then, contractors never took time off – it would be like a farmer shutting down his farm."

However, Flemming quickly points out he had a lot of help in those early days. He says there was lots of support from people and companies he knew from his days at Municipal, plus the assistance of two key individuals.

"In 1974 I met up with Jim and Fraser Conrad, two wonderful men who were instrumental in establishing our first asphalt plant off the Waverly Road."

Since then, Ocean has continued to grow and become one of the construction industry's leading firms. From an initial staff of two with just a single truck, the company has grown to employ more than 300 people with year-round operations. Today the company specializes in asphalt, concrete and foundations, but also has divisions that concentrate on small jobs and snow removal in the winter.

Although it's a key part of the business today, it wasn't until the 1980's that Ocean first turned its attention to the ready mixed concrete business. Since then the company has become one of the top ready mix producers in Halifax Regional Municipality.

This willingness to try new things and be successful at them is one of the main things to which Flemming attributes the company's long-term success. For example, the company currently reclaims used roofing shingles as a feedstock for its asphalt plant and recycles old asphalt.

A separate division has ventured into the furniture moving business with the purchase of both Thompson Moving and Storage and Maritime Moving and Storage. The new operations may be in a completely different field, but there are several synergies with the contracting side, especially in terms of fleet management, tires, fuel and maintenance.

All these changes don't stop at the shop floor. Flemming says one of the biggest changes can be seen in how the company is managed and how it treats its employees.

"The company promotes strong family ties," Flemming says, "because it makes our people stronger. We have third generation families with us now, and we're really proud of that. There's a lot of satisfaction to be had from employing many people and being responsible for their well being."

This care for others spills over into all aspects of Flemming's life. He is widely recognized for his philanthropic activities, having been the recipient of numerous community and professional awards. In 2001, he received an honorary Doctorate in Science from St. Mary's University, which he followed up in 2002 with the Ernst & Young Entrepreneur of the Year Award. In 2003 he was awarded the prestigious Order of Canada.

Flemming has received the DalTech Alumni Achievement Award for outstanding contribution to the community and profession, and was similarly recognized by Mount Saint Vincent University with its Anniversary Award for exceptional volunteer contribution. In 2006, Dalhousie also recognized him with an Honourary Doctorate in Engineering.

Professionally he has received the Association of Professional Engineers Gold Award, which recognizes exceptional achievement in the practice of professional engineering. He is also an honorary life member of the Canadian Construction Association (CCA); past-president of the CCA, Nova Scotia Road Builders Association, the Construction Association of Nova Scotia (CANS) and the Association of Professional Engineers of Nova Scotia; and has served as a member of the Board of Governors for Mount Saint Vincent University, DalTech, Dalhousie University, the IWK Health Center and Maritime Medical Care.

Flemming has been involved with various charities over the years, including Halifax YMCA, Bonny Lea Farm, Phoenix House, Adsum House, the Shad Valley Program and the Sisters of Charity. He even founded the Flemming Charitable Foundation, which has become a family-wide activity since it was started 10 years ago.

"It's a method of giving back to the community that has blessed us with such great support all these years," Flemming says.

Flemming also sought to give back to the construction industry during his career. His involvement with several industry associations was always at the highest levels, providing leadership and direction on such issues as training, apprenticeship and prequalification. Flemming says many of these issues continue to be of concern to the industry.

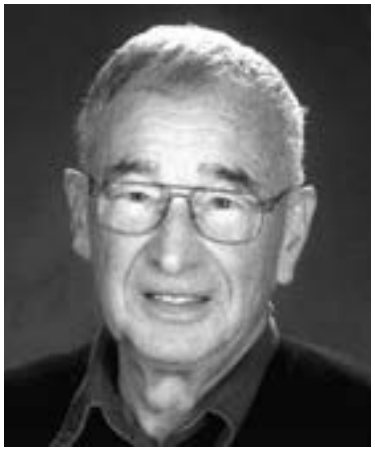
"The risks faced by this industry today are much higher than they used to be," he says. "Construction still has a big impact on our province and on the economy, but there's a high degree of fragmentation of the industry and we need to get back to some sense of stability – where price isn't the only factor and where prequalification is needed before you can bid on jobs."

The many connections and relationships built by being involved in groups such as CANS is one of the best ways Flemming knows to battle such issues.

"I always put a lot of strength on knowing the people in the industry and the best way to do that is through your associations. I still get calls today from people I met during those years."

Bob Todd

CANS Honourary Life Member 2010



In the summer of 1959, something happened to Bob Todd that changed his life forever – he ran out of money. At the time, the 22-year-old had just finished his first year of a Masters in history degree at Dalhousie University. Out of tuition cash, he went looking for a job in his hometown of South Farmington in the Annapolis Valley where employment options were limited to working in construction or being a farmhand. "I took a summer job in construction as a labourer and somehow when fall came, I didn't go back to university, I kept on going," says Todd. A 40-plus year career in construction was born with that single decision, a decision Todd never regretted.

Todd was born in 1936 and grew up on an apple and root crop farm. The family had horses and oxen, but never owned a car or a tractor. The family ate what they grew and there were always plenty of chores to do. "Play was not a big thing," he says. But when the opportunity arose, it would mean getting on his bicycle and travelling five to 10 miles to have a pickup baseball game with friends.

Todd was a voracious reader whose home was filled with books and he also enjoyed reading the newspaper. The sports section was his favourite. It was this fascination with the written word which gave rise to his original career interest. "Journalism was my ambition at that time," he says. Teaching was another possibility. "Well, that would have been my second choice, sort of by default," he says with a laugh. "If I couldn't get a job with a newspaper, I would be a teacher."

In 1954, Todd took some courses in psychology and English literature at Carleton College (now Carleton University) in Ottawa. He also worked as a payroll clerk for an electronics company.

The following year, he enrolled at Acadia University and pursued an honours history degree, with minors in English and economics. He graduated in 1958 and started his Masters at Dalhousie that fall.

Todd's first job in the construction industry was with Dell Construction and the first project he worked on involved building 200 permanent married quarters (PMQs) at CFB Greenwood. He immediately took a liking to the profession. "I enjoyed the process," says Todd. "I liked the fact that you started with basically a piece of ground and you ended up with a usable facility when it was all over." A curious individual, Todd also liked how he was learning about things which had nothing to do with his previous work experience.

It wasn't long before he moved up the ranks. "By the time summer was over, I was promoted to foreman," he says. "My hourly rate was topped up from 65 cents to 90 cents, so I was really getting ahead." This was also more than he would have been earning as a teacher or journalist, so this made him especially proud.

Todd met his future wife Rachael in the winter of 1961. In the spring of the following year, he began working on a project in Toronto, with the plan to get married later that year. "I drove back from the project in Toronto, got married on Nov. 3, 1962, and had a week of honeymoon in Nova Scotia," he says. Todd drove back to Toronto and continued working, but one month later, the company assigned him to a new project in Wallis Heights, a military housing complex in Dartmouth.

Now back in Nova Scotia with his wife, bad news arrived. The project was shut down for the winter and Todd was laid off. "I was newly married and fully unemployed," he says. Todd took a job with Atlantic Contracting and Engineering in the interim. When the Wallis Heights project started up again in the spring, he was hired back on.

The project finished in 1964 and Todd decided to be in control of his destiny, so he started a small contracting company, Eastern Carpentry Limited. That same year, Todd and his wife had their first child, a son.

The first project his company worked on was Embassy Towers on Spring Garden Road in Halifax. Other projects soon followed:

Park Victoria Apartments in Halifax, the Holiday Inn in Dartmouth, even a project in Saint John, New Brunswick.

It was a tough business because these projects only involved labour, so profit couldn't be made on the materials. "You had to be very sharp in terms of your estimating," he says. "You were basically a one-trick pony."

In 1967, Todd and his wife had a daughter. At the time, the economy was in a downturn, available credit was limited and interest rates were high. "The ultimate result was that basically construction dried up," says Todd. "Money was too expensive. Developers stopped developing and I could not find work for my company. Once again I was unemployed, but this time with a wife, a mortgage and two kids."

The following year, Todd went to work for one of his customers, Cambrian Construction. With Cambrian, he worked on projects such as the Fleet Club and the Shannon Park Arena as a superintendent.

In 1969, Todd was approached by John Lindsay to work with Lindsay Construction as an assistant general superintendent. It was with Lindsay where he spent the bulk of his working career – 29 years, seven months to be exact.

Todd was immediately impressed with Lindsay. "It was a different kind of company," he says. It was non-bureaucratic and the management was very hands-off. "There was minimal direction and maximum freedom to write your own script," says Todd. He moved up the company ranks as Lindsay continued to grow and become a major player in the Nova Scotia construction industry.

In 1978, Todd became a shareholder in the company, joined the board of directors and became a group manager for the construction management portion of the company. This involved managing large complex projects for a fee, "as opposed to bidding and making whatever you could from the process," he says.

In 1985, Todd became Lindsay's president.

Occupational health and safety was always a major concern of Todd's and in 1990, he joined the Construction Association of Nova Scotia's (CANS) safety committee. "There's nothing that will bring that to your attention more than going to the funeral of someone who lost his life on one of your jobs, and I went to a couple," he says.

The work of the CANS safety committee led to the creation of the Nova Scotia Construction Safety Association and Todd is proud of the role this organization played in improving working conditions and the safety record of the industry. Todd was involved with CANS until 1998.

From 1991 to 1994, Todd was also the Nova Scotia provincial vice-president of the Canadian Construction Association. "The big issue at the time was free trade," he says. The association was supportive of free trade, believing it would improve the movement of materials and the competitive position of Canadian companies working in the U.S.

Nearing 40 years of work in the construction industry, Todd began pondering life after construction and decided to give up the presidency of Lindsay in 1997.

Before Todd retired on Dec. 31, 1998, he served as the project manager for the construction of Horton High School in Wolfville, which was constructed as a public-private partnership (P3). Todd's strong work ethic prevented him from coasting into retirement though. "I could have drifted along and kept an office warm, but I couldn't stop working," he says.

But Todd didn't stay retired for long. "I always say I retired three times and I failed at the first two," he says. In September 1999, Todd went back to work as an independent consultant, working for Nova Learning Inc., a company building three P3 schools in the Annapolis Valley. "I had a great time," says Todd, adding it was not very stressful or intense, nor did he have a financial stake in it. The project ended in 2001.

From 2003 to 2005, he worked for the Port of Halifax after being recruited to do some consulting work on the redevelopment of the port's obsolete cargo and passenger Seawall wharf.

In what seemed to be a fitting choice, Todd retired on Labour Day in 2005.

Todd says it was boredom which kept pushing him to go back to work, but these days, he's busy enjoying retirement. His time is divided between being a grandparent to two grandchildren, chauffeuring and family history research.

His interest in genealogy has made him a fixture at the Nova Scotia Archives on University Avenue. Through his research, Todd learned both he and his wife are descendents of Mayflower pilgrims. Todd's family tree now boasts 343 names.

Looking back on his career, Todd is proud to see the buildings he worked on and he's even prouder to point them out to his grandchildren. "There are buildings pretty much all over the Maritimes I've been involved with in one way or another," he says.

Carol MacCulloch

CANS Honourary Life Member 2011

It's no wonder Carol MacCulloch has been a catalyst for change in the construction industry.

One could say the construction industry is in her genes and that she followed in the footsteps of generations of family members before her.

Growing up in Western Canada, MacCulloch remembers hearing stories about her great-grandfather losing out on a big contract due to a rigged bidding process, seeing pictures of hydro dams that her engineer grandfather supervised, and having churches pointed out on a Sunday drive that her uncle designed.

"After returning from the war, my father and his brother started their own business that my father kept going for 50 years before it was sold," says MacCulloch. "As a teenager, I used to do the company payroll to earn an allowance – I learned a lot of very practical management lessons from my father that helped guide my future decisions at CANS."

After MacCulloch graduated from Saint Mary's University with a Bachelor of Commerce degree, she began working at the Nova Scotia Department of Economic Development.

"Working throughout the province on the Mainstreet Downtown Development program solidified my love for Nova Scotia – the people, the history and natural beauty," remembers MacCulloch.

As part of her work with the Nova Scotia government, MacCulloch spent several years working with the Voluntary Economic Planning construction, manufacturing, mining and transportation sector committees. It was through this work that MacCulloch met a number of board members and volunteers with the Construction Association of Nova Scotia (CANS) and came to appreciate the value of not-for-profits.

"I had the opportunity to partner and collaborate on important issues such as the adoption of the national building code, on changes to the apprenticeship system and eventually to help create a construction industry strategy," she says.

MacCulloch left the public service for a job opportunity with the Canadian Manufacturers Association, where she continued to be involved with economic development, occupational health and safety and workers' compensation issues in Nova Scotia and worked with CANS members on joint efforts to present private sector views and concerns to government.

In 1991, when CANS was looking for a new president, MacCulloch remembers weighing the pros and cons of leaving the CMA.

"CANS was a wonderful organization with great volunteers, it was independent, had services of real value to its membership, good national affiliations and a strong history of contributing to the economy and quality of life in Nova Scotia," says MacCulloch. "It wasn't a difficult decision to want to join the team."

During MacCulloch's 20 years as president, CANS underwent significant change. "We were constantly evolving and growing with technology, the needs of the work force and current economic times," she says. "It was a dynamic environment and I enjoyed the process of learning and continually expanding the Association and its services."

MacCulloch says that for almost 10 years there were only four staff and zero turnover.

"We worked hard and accomplished a great deal – selling our Halifax Construction Centre Building to allow for a move to Dartmouth was a major turning point. After that, we never really looked back," she says.

During her presidency, the organization also faced its share of issues.

In May 1992, 26 miners were killed in the Westray Mine disaster. The aftermath prompted the CANS' Safety Committee to begin a new approach to health and safety programming within the construction sector.

"From there, we started working together as an entire industry to make workers' safety a priority," MacCulloch says.

Exactly one year later, the Nova Scotia Construction Safety Association (NSCSA) was formed and registered with MacCulloch serving as its first executive director.

The Construction Contract Guidelines, Steen Decision, Workers' Compensation, government procurement, apprenticeship and the HST change were other significant issues that had an impact on CANS and its members over the years.

"When you look back at the history, the major issues never seem to change," says MacCulloch. "Worker safety, skill shortages and economic challenges continue to influence and affect the construction industry."

According to MacCulloch, some issues take years – if not decades – to resolve, such as having the legislature amend the Builders Lien Act. After more than 25 years of advocating for change, success in 2004 was quite an accomplishment for CANS and MacCulloch.

During the second reading debate of the Bill, MacCulloch was jokingly accused by then Justice Minister Michael Baker of "serendipitous stalking" of then leader of the opposition (Darrell Dexter) in an effort to gain his support for the legislative changes.

In 2002-2003, MacCulloch worked with CANS Board Chair Tim Nobes to create a formal strategic plan by engaging CANS' Development Executives group, past chairmen, board directors and members throughout the province. The input received fundamentally changed the organization and its relationship with both membership and the industry.

"This process was very important to me," says MacCulloch. "It spurred a lot of change and gave momentum to the Association – it better equipped us to deal with ongoing industry issues."

From the strategic plan grew the first version of CANSnet and the introduction of the Association's continuing education programming.

In 2008, CANS partnered with the Department of Education and Nova Scotia Community College (NSCC) to launch the Building Futures for Youth program for high school co-operative education students. The program aimed to promote awareness and increase the number of youth choosing careers in the construction industry.

"This pilot project was a significant milestone for CANS because it fostered a new style of partnership with government and the industry," says MacCulloch. "It allowed us to effectively reach the potential work force and created a common report card to capture project outcomes expressed in terms of shared organization goals."

MacCulloch is pleased that CANS' 150th anniversary scholarship fund is another important legacy for Nova Scotians. To commemorate its years as an association, CANS is providing student scholarships and bursaries at NSCC to meet the growing needs of the construction industry.
According to MacCulloch, the incredible initiative was made possible because David Oulton led a tremendous effort to raise over $1 million in endowed funds for NSCC.

MacCulloch's commitment to the future labour force went far beyond the scope of CANS. Her passion and dedication has made her instrumental to the evolution and success of the construction industry in Nova Scotia.

As former-chair of the Construction Technology Centre Atlantic Board, co-chair of the Review Committee on the Apprenticeship Act, co-chair of the Occupational Health and Safety Advisory Council, member of the Workers Compensation Board, Technical Safety Act Advisory Committee, Nova Scotia Partners' Forum Construction Sector Council and Business Consultative Group, as well as Office of the Employer Advisor and Efficiency Nova Scotia, MacCulloch has provided advice and been vital to several key pieces of legislation.

MacCulloch has been widely recognized for her wide ranging activities and ongoing commitment to the industry, and in 2009 she received a honourary diploma in Trades & Technology from NSCC.

One of many highlights throughout her professional career, MacCulloch discusses the honour, "the recognition was quite unexpected and I felt very fortunate that I had the opportunity to speak with the graduating class and share my own experiences."

As CANS looks forward to its 150th anniversary next year, MacCulloch is proud of the role she has played in its evolution and confident in its future.

"CANS is only as strong as the people it can hold and attract to its cause. I worked with great people, a dedicated and enthusiastic staff team and tremendous volunteers," says MacCulloch. "While I was off chasing public policy issues, Donna Cruickshank was at CANS keeping the books and the office in line –we were a good team. In the last few years, we began seeing third-generation volunteers become involved with CANS and even second-generation staff members. That says something about the organization. I feel very lucky; I met some incredible people through my involvement with CANS."

MacCulloch says over the last 20 years she had 21 bosses.

"It wasn't always easy, but it was rewarding. Few industries practice entrepreneurship with the enthusiasm that the construction sector has. Contractors are not afraid to make decisions and they aren't afraid to take risks. I learned early on to never underestimate the creative solutions that a contractor can find," she says.

In May 2011, MacCulloch ended her journey with CANS as she retired from her role as president. Although she is no longer seen in the office Monday to Friday, through her ongoing commitment to the construction sector, MacCulloch continues to be a driving force for industry change.

Donna Cruickshank

CANS Honourary Life Member 2011

For Donna Cruickshank, it is hard to tell where the Construction Association of Nova Scotia (CANS) stops and she begins.

As an employee for 28 years, Cruickshank's life has been deeply intertwined with CANS and the evolution of the construction industry as a whole.

So much so, that for many people Cruickshank is synonymous with the construction association in Nova Scotia.

Growing up however, she never imagined her life in the industry.

Born and raised in Halifax, Cruickshank moved to Sherbrooke, Nova Scotia at the age of 15 to carry out her remaining years of high school.

A few years later in 1978, she returned to the city and enrolled in a secretarial program at Mount Saint Vincent University.

Upon graduation, Cruickshank began working for a personnel agency. It was then that a job opportunity with CANS changed her destiny.

"I heard about a great clerical job at the Association," she says. "My boss at the time knew it would be a perfect fit and said, 'even though I love having you work for me, I want to recommend you for this position'."

This encouragement prompted Cruickshank to apply and ultimately, begin her lifelong journey with CANS in 1983.

"What originally drew me to the Construction Association was the variety," she recalls. "From the mix of office-related duties to the special events we were part of – I knew almost immediately that I had made the right decision."

Cruickshank has seen many changes over the years.

During the early years at CANS, Cruickshank's major role was producing the project bulletins. Using stencils, typewriters and machinery cranked by hand, she would help make and distribute more than 800 copies to CANS members and stakeholders each week.

"On those days, you always wore something you hated because it'd be ruined by the ink," she says with a laugh.

Cruickshank enjoyed many other things too, like the challenging environment that allowed CANS staff and volunteers to grow and expand professionally.

According to Cruickshank, the diversity of projects and issues faced by the industry ensured no two days at the office were alike.

"Depending on what you were working on, you would meet and collaborate with new members and volunteers every day," she says.

She also remembers being asked how she was not bored working for the same organization for more than 20 years.

"My answer surprised people," she says. "Working with so many incredible people towards a variety of goals meant it was a challenge just to find the time to get things done. You can't be bored in an environment like that."

In addition to her position with CANS, Cruickshank also represented the organization with the Mechanical Contractors Association of Canada. Cruickshank regularly travelled across the country with her colleagues and volunteers for the mechanical contractors section to discuss common industry issues. Her role provided insight into what was happening provincially and nationally within the construction sector.

"I quickly learned that while there were different issues in the different areas of construction throughout Canada, no matter where you go; everyone wants to do their job safely and efficiently and get paid," she says. "We learned just as much from the similarities faced by other associations as the differences."

Other career highlights included accounting, balancing the budget and working with bid depositories.

"It sounds silly, but I got a lot of satisfaction working with the numbers," says Cruickshank. "Everything the Association does flows through the books one way or another. I loved the responsibility of maintaining the budgets and the accuracy."

As an employee who enjoyed working in the background, Cruickshank loved that everything at CANS was a team effort.

"It didn't matter how big or small your role was or whether you were directly involved in a project, we all felt a part of its success," she says.

Cruickshank identifies the formation of the Nova Scotia Construction Safety Association (NSCSA) as one of the many proud moments during her time with CANS. The work of staff and the CANS Safety Committee led to the creation of the NSCSA, which aims to improve working conditions and make occupational health and safety a priority in the province.

"We were a big family and everyone shared a deep sense of pride in what we had accomplished together – it was a big milestone for us," she says.

Cruickshank describes her most rewarding experience as watching CANS develop and grow within the construction industry.

Even though she recalls a time of lifting and manually processing giant blueprints and drawings for her project bulletins she says, "it was more than just adapting with technology."

It was the evolution of the organization as a whole.

"While we had committees, the majority of our staff resources were dedicated to construction project information and related activities," she says. "It's been rewarding to be a part of the transformation into an association that plays a key role in the industry."

During her 28 years with the organization, Cruickshank witnessed the number of staff double and membership grow to more than 700 firms in the non-residential construction industry.

"All those years, I never entertained another job," she says with a smile. "Some offered more money but CANS had really become a part of me."

Cruickshank is modest when asked about being recognized as this year's Honourary Life Member, "I just went to work every day trying my best and loving my job – that's where the passion and dedication stemmed from. I was constantly surrounded by these incredible volunteers and staff who gave 150 percent. One of these people was Carol MacCulloch who served as CANS president for 20 years. Carol's leadership and commitment was always an inspiration – I just fed off the energy and enthusiasm." In fact, it was working with those incredible people that made it so difficult for Cruickshank to retire.

She attempted to retire along with her husband in 2007, however, it didn't take Cruickshank long to miss the daily interactions with staff, members and volunteers.

"It was a big transition for me," she says. "CANS had become an integral part of my life and I struggled to let it go."

In 2009, then-president Carol MacCulloch asked Cruickshank to return part-time for committee work. She went back three days a week and assumed the position of Secretary to the Board.

Since then, many of her colleagues have described Cruickshank as the backbone of the organization and were sad to bid her farewell this past year in what she describes as her, "final retirement."

Spending a much-deserved break in Sherbrooke, Cruickshank remembers that she once lived and breathed CANS, "I always said it was in my blood."

It is fitting that Cruickshank's journey with CANS has come full circle: her son recently began his own career with the organization.

Similar to Cruickshank, her son never foresaw a future within the construction industry.

"He started three years ago as a summer student while obtaining his Bachelor of Commerce. It was never in the plans but he's still there and he's never looked back," she says.

"While my work with CANS has ended, it's nice to know that the industry continues to play a major role in the lives of my family," Cruickshank says with a smile. "I wouldn't have it any other way."

The Hydrostones: Halifax Reconstruction

DEVASTATION FROM HALIFAX EXPLOSION
1917

On December 6th, 1917, the French munitions ship Mont Blanc collided with the Norwegian vessel Imo in the narrowest part of Halifax harbour. The resulting explosion – at the time, the largest man-made explosion in history – leveled much of the Richmond district, causing tens of millions of dollars in damage. Sixteen-hundred thirty-five people lay dead, and fifty-six hundred injured. Thousands were left homeless; some seven-hundred fifty families needed rehousing. The massive, concerted effort to raise funds to clean up the area, assess the needs of those affected, and plan for both their immediate needs and permanent reconstruction, constituted the first public housing and town planning project in Canada's history. After years of heavy immigration followed by three years of large-scale population movement during the First World War, Canada was already experiencing a critical housing shortage. Halifax, with strategic importance for the war effort, could ill-afford the loss.

The Federal Government responded quickly to the catastrophe, invoking wartime powers to expedite the appointment of the Halifax Relief Commission, and allotting thirty million dollars for the work. The Commission consisted of Hon. Justice T. Sherman Rogers as Chairman, Judge W. B. Wallace, and F. L. Fowke. Thomas Adams, a town planning expert from the Conservation Commission of Ottawa, was immediately asked to assist in the reconstruction effort. Architect George Ross, of Ross & MacDonald in Montreal, volunteered to design the houses at a bargain rate. Dr. Darlington, a sanitary expert from New York, was invited to oversee health conditions and the clean up of the site. The major contract for this task went to Cavicchi & Pegano of Halifax, whose 400 person work camp was often called "Cavicchiville". A team of social workers from the Public Safety Committee of the State of Massachusetts came to assist in the organizing of the relief system for the victims. In addition to money given by the Federal Government, generous donations arrived from as far away as Australia, including the British Government, the Royal Family, the Lord Mayor of London, and the cities of Boston and Chicago.

Thomas Adams was an excellent choice for orchestrating the reconstruction. He was a fierce advocate of town planning, both as a practical means of ensuring that minimum standards were met for all members of a community, and as a tool for beautification. His plan, based on the English garden suburb model, was an extensive reworking of the neighbourhood, including lands not previously in use before the explosion. Streets were retained where sewer and water lines were still intact, and new streets were laid out on diagonals and curves according to the planes of the natural topography. There were to be rowhouses in a tree-lined 'court' development, with open grass squares, thus maximizing green space and minimizing traffic. All had rear service lanes with sewers and water pipes. There were areas set aside for shopping districts. While the full implementation of Adams' plans were beyond the immediate scope and finances of the Halifax Relief Commission, most components did eventually come to fruition.

The architect George Ross shared Adams' views. He intended the project to serve as a model of modern construction and sanitary facilities, with the cost of

materials, safety, and aesthetics given proper consideration. He insisted that houses not be thrown up on an ad hoc basis, leading to worse conditions down the road, calling instead for permanent buildings with a cohesive plan. His plan called for a unified style of building with the most cost-effective, modern construction materials and services available, yet still with an eye to variety and individual tastes. The Halifax Relief Commission requested that the houses be semi-fireproof, so Ross came up with the idea of hydrostone, made from gravel, crushed stone, sand and Portland cement, which could be molded under pressure and could be faced with different materials. It would be cheap and plentiful, and eventually a plant went up in the Eastern Passage with an estimated daily output of around 3,500 blocks -- said to be the largest concrete block plant in the world. The roofs were to be cement-asbestos shingles or slate, and the frames' sashes and interior trim would use Douglas fir. The dwellings followed a standard 'English Cottage' style. They were all two storey, rectilinear constructions, with masonry and a porch on the ground floor and a half timbered

Finishing Touches

Completed Houses
1921

second storey. The windows, stairs, etc. were also standard. Amenities included full indoor plumbing, electricity, and concrete basements. Variety was provided in the types of roofs -- such as gable, hipped or gambrel -- and in the arranging and sizing of the row buildings around the courts. Each court even had its own distinct tree-type planted within it. Ross also wanted to create a mixed-income district. Therefore, in addition to the three-hundred twenty-six row houses that formed the centre of the community, he also designed one-hundred ten larger detached dwellings, and seventy frame houses for low-income workers.

By May of 1918 construction tenders had been submitted and contracts approved. Apart from some brief labour disputes in 1919 over the Commission ignoring Labour Council guidelines, construction continued until mid- 1921, when the work was completed. In all, some one hundred parcels of land were used comprising twenty-three and one-quarter acres. The Halifax Relief Commission owned and rented the houses, and after 1921 functioned essentially as a zoning authority until it was re-designated in 1948, at which time it sold off the units mostly to the tenants. Today, despite a few modern 'touches', the neighbourhood retains much of the same attractive character and integrity that it had eighty years ago.

Tidal Power

The idea of using the world's highest tides in the Bay of Fundy to generate power stretches all the way back to Canada's very beginnings. Samuel de Champlain, founder of the first permanent European settlement in what was then New France, built a tidal mill in Port Royal to help meet the needs of his new community. Proposals to generate electricity from the tides can be traced as far back as 1910.

The realization of these dreams, though, would have to wait until 1980. That's when construction began on what is still North America's only tidal power generation station. In fact, the Annapolis Royal Tidal Generating Station is one of only three tidal generating plants in the world and it is the largest.

Earlier interest in tidal energy always ran into the same barrier – the cost of construction outweighed the benefits. That all changed in the 1970s, thanks to the energy crisis. The rising cost of Middle East oil spurred renewed interest in tidal energy. This led to several new studies, which indicated the previously prohibitive construction costs were now feasible.

It's interesting to note that the studies done in 1970s didn't select the current site of the Annapolis Royal Tidal Generating Station as the preferred location. The Cumberland Basin and Cobequid Bay were identified as much more attractive sites. The Cumberland Basin site was originally estimated to cost $3 billion to develop, while the larger Cobequid Bay was estimated at $9 billion.

However, all these earlier studies were done using older style bulb generators, which contributed significantly to the high cost of tidal development. The development of new technology led to the arrival of the Straflo turbine, developed by DBS Escher Wyss. The new in-stream turbine was specifically created for use in the rivers of Europe, meaning it needed a smaller head pond to generate power – the perfect design for tidal usage in the Bay of Fundy.

There was still one problem. The Straflo had never been tested in salt-water conditions. That meant a demonstration project was needed. That's where Annapolis Royal came in. An existing causeway and water control structure linking Annapolis Royal to Granville Ferry meant some of the infrastructure needed by the generating plant was already in place, thereby reducing construction costs.

An existing bridge was removed and the causeway extended. This helped create a head pond that, via sluice gates, fills as the tide rises. At the turn of the tide, the sluice gates in the causeway are closed. This allows the higher water level in the pond to be maintained as the tide level drops outside.

Once the differential between the two is sufficient, usually about five feet, the gates are reopened and the out rushing water turns the turbine to create energy. Generation continues until the tide turns again and rises to within five feet of the head pond's levels. The turbine is then shut down and the head pond allowed to refill. Power generation periods usually last six hours.

Construction started in May 1980 with the diversion of the roadway, sewer and power lines. The Tidal Power Corporation oversaw the project, while an agreement was reached with Nova Scotia Power to design, construct and operate the plant. Dominion Bridge-Sulzer Inc. of Montreal was contracted to supply and install the Straflo turbine in the underground powerhouse.

Excavation for the powerhouse began in August, followed by retaining walls and canals. In March 1981, during excavation for one of the retaining walls, longitudinal cracks began to appear near the diversion road. Over-excavation near the toe of the slope was identified as the cause and excavation for the wall had to be halted. Interim measures were put in place to prevent further cracking, including backfilling and tarpaulins for protection. Geotechnical consultants were brought in to investigate the situation and suggest possible solutions. The selected fix was to create an "alcove" with steep sides, in which the foundation of the retaining wall was completed.

A concrete mixing plant was set up on site, using sand and aggregates from local quarries. Special type-50 sulfate resistant cement was used in the concrete exposed to seawater to overcome expansion concerns that might have thrown the turbine out of alignment. Detailed engineering, procurement and site supervision for the civil works continued until 1983.

The top slab or roof at an elevation of 108.2 metres serves as a road deck for Highway No. 1 and as a work and support slab for cranes moved in for maintenance.

Since the powerhouse deck had to remain clear for maneuvering the mobile crane, the transformer and other electrical equipment could not be placed on top of the deck. The substation is located south of the powerhouse and connected to the unit via an underground reinforced concrete duct bank, partly founded on piles to accommodate backfill settlement adjacent to the powerhouse.

In addition to the generating plant, an Interpretive Centre was included in the project for tourism purposes. Lydon Lynch & Associates, Architects, which handled the selection of civil, mechanical and electrical consultants, designed the Centre. The project, cost-shared with the N.S. Department of Tourism, is located on the north side of the powerhouse. It's founded on steel piles driven deep into the underlying bedrock.

The Centre is home to a tourist information desk and interpretive panels that describe both the tidal power

project and the possibility of future tidal power developments. The Centre is also home to the control room, diesel generator room, and the battery and electrical rooms.

Western Electric was chosen to handle the electric portion of the interpretive centre, as well as portions of the control centre. C. Mark Cleary, head of Western Electric at the time, says there was a deep sense by everyone working on the project that they were participating in something special.

"Everyone took it very seriously," Cleary recalls. "It was the most unique project we ever worked on. There were other projects that may have been bigger, but we all knew nothing was as special as this one. That's why I was so anxious to win that particular tender, because of its unique nature."

The plant became operational in 1984, delayed six months by an electrical strike during construction. The turbine was first filled with water on March 18 and first rotated on April 3. The system was officially put online about four weeks later. It continues to be operated by Nova Scotia Power, producing 50 gigawatt hours of energy per year – which accounts for about 0.3 per cent of Nova Scotia's energy needs.

The Annapolis Royal Tidal Generating Station, although considered a success, has not led to any further tidal power development to date. Plans were discussed for additional stations in other sub-basins of the Bay of Fundy, but were never formalized. This is largely due to the high cost of construction and the relatively lower cost of more traditional thermal power generation.

However, after more than 20 years, the issue of tidal power is once again gaining prominence. Soaring energy costs are rapidly eroding the cost discrepancies; increased

environmental concerns with fossil fuel emissions, and the development of new tidal technology are making tidal power alternatives increasingly attractive.

The Nova Scotia government has issued a request for proposals to demonstrate the latest advancements in in-stream tidal technology through a common demonstration facility in the Minas Passage area. Demonstrations are set to being in 2009.

The province is also co-funding a $150,000 study of tidal power generation with New Brunswick. The study will look at such issues as energy security, impact on the environment, greenhouse gas emissions, costs and integration with existing marine activity within the Bay of Fundy.

The federal government is also interested and has made funds available to conduct testing. Nova Scotia Power is looking for about $4 million from the fund to assist with its demonstration project, a circular turbine developed by Open Hydro of Dublin.

Even the State of Maine is getting in on the act. ORPC Maine, LLC has a turbine capable of being anchored to the sea floor, which it intends to start testing within the next year or two between Deer Island, N.B. and Eastport, Maine.

This resurgence in tidal power interest is due to the development of new turbine designs, such as that proposed by ORPC Maine. These in-stream technologies no longer require the construction of barrages or dams and thereby avoid the significant environmental concerns that come with such structures. However, other concerns – such as the impact on fish migration patterns – have yet to be fully studied.

Still, the dream of clean power from the tides lives on. Nova Scotia Premier Rodney MacDonald is already publicly discussing the potential of tidal power supplying as much as 15 per cent of the Province's power needs, reducing our dependence on coal and foreign oil.

Tilt-Up

The dictionary defines a pioneer as someone who initiates an enterprise, who acts to prepare the way. Initiate and act are two words that certainly define the life of Murray Parker.

Born as one of four children in Brooklyn, Nova Scotia, Parker grew up in this rural community looking forward to the sort of life defined by the 4H Club. He studied to become an agricultural engineer and owned and ran his own farm all his adult life. He maintained a herd of between 70 and 150 head of cattle and delighted in collecting antique farm tractors. He was even a dedicated volunteer at the local church, always answering the call when they needed something done.

Yet it wasn't in the field of agriculture that Parker was to become a pioneer. There he was content to follow the patterns of the many generations before him. Instead, after graduating from first the Nova Scotia Agricultural College in Truro and then later the Nova Scotia Technical College (later to become better known as TUNS – the Technical University of Nova Scotia), he entered the construction industry by joining LB Stevens, a division of the Stevens Group of companies specializing at the time in mainly residential construction.

At about the same time, the head of the Stevens Group – Laurie Stevens – acquired Dartmouth Ready Mix from local businessman Cyril Hubley. The company was a good fit with LB Stevens' residential work, since every house needs a foundation of some sort, but Stevens had more on his mind than just foundations.

Stevens had come across what was then a fledgling building technique called tilt-up concrete construction, and he was sure it held the key to greater diversity for his new ready mix plant and the Stevens Group in general.

The difficulty was that tilt-up was largely unheard of in this market. He needed someone to champion the process, to sell it to the local developers and builders. For this, he called upon Parker.

The market of the early 1980s was dominated by block and brick construction, with some metal frame buildings and precast concrete thrown in. It was a tough sell to convince people to look at a totally new way of building, especially one few people had ever heard of or even understood.

The idea of building a structure by laying out your walls on the ground, placing concrete into these forms and then tilting them up into place once they had set was something that was hard for most people in the industry to imagine. Parker was faced with almost a constant selling job to local developers, contractors and architects, having to explain the system even to designers while trying to convince the owner to choose his system over ones with which they were much more familiar.

MURRAY PARKER

Parker did have a few important factors working in his favour. First, tilt-up offered a quality finished product that was economical and faster to produce that many of its competitors. Second, he had the complete support of his employer behind him. So much so that the Stevens Group was willing to put its money where its mouth was and constructed its own headquarters using the tilt-up method – making it one of the first tilt-up buildings in the region. This gave Parker a showcase to demonstrate to potential customers exactly what it was he was trying to sell them.

Parker also had one other factor in his favour – a reputation for delivering exactly what he promised. It was common practice for him to cost out a potential job in a single day and he would stick to the price he quoted, guaranteeing the client knew exactly what their costs would be at the end of the project.

"One good building sells the next," was the motto he employed when working on a project.

Even so, acceptance of the tilt-up method didn't happen overnight. The company's second tilt-up project was undertaken not by a client, but again by the company itself. The Stevens Group reactivated one of its original companies, BD Stevens Ltd., which had previously engaged in mostly heavy civil construction. It now focused on selling tilt-up and started work on a multi-tenant building on Thornhill Drive in the new Burnside Industrial Park.

This helped Parker land his first outside contract, the Shubenacadie Co-op Store. The Co-op was having a problem with its steel construction, resulting in poor security and several break-ins. The concrete panels of tilt-up put an end to that, and led directly to Parker landing an even bigger store to build – the Capitol grocery store on Young Street in Halifax. That project in turn attracted the attention of the Sobey's chain of grocery stores, and for the next several years BD Stevens was kept busy building 10 different Sobey's locations.

The growing acceptance of tilt-up throughout the 1980s might lead one to believe things became easier for Parker as the years went by, but that isn't the case. He was always aware the company was only as secure as its next

project. So Parker's time was split between three main priorities: staying on top of current projects, seeking out new projects and investigating ways to make tilt-up even better.

The first priority often began at 5 a.m. in the morning when he would start calling his construction superintendents to find out exactly what was planned for each job site on that day. If he couldn't reach them at 5 a.m., then he would call them at 10 p.m. the night before. In this way, by 7 a.m. each day, he knew where every project stood and would often spend the day in his truck visiting each site, delivering needed supplies and speaking with the owner to ensure satisfaction.

When he wasn't in his truck, he was negotiating for new work. Parker kept tabs on which owners were planning new buildings and worked closely with them and their architects to have tilt-up specified or at least listed as an option on their projects. Sales were his mandate at the time, and he actively sought out contacts and jobs, handling all the detailed negotiations himself. Each job won would see Parker purchase a new notebook, in which he would keep detailed notes from the beginning of the project till it was handed over to the owner.

In what little time he had left over, Parker searched for new methods and applications for tilt-up. He worked with designers and architects to discover new materials to use as exterior facing and to incorporate more architectural features to help produce a more finished product.

He researched things like braces and wind-load factors for the tilt-up panels, eventually leading to the ability to construct taller buildings. Initially, tilt-up was restricted to buildings of two-storeys or less, but thanks in part to Parker this soon increased to as high as five storeys and eventually even higher.

All of these improvements led the industry to explore the use of tilt-up in new areas of construction. The method moved from its beginnings with small buildings and warehouses into larger multi-tenant buildings and commercial applications. It eventually made the jump to large-scale residential developments, such as apartment buildings, before moving over to retail and institutional projects, such as hospitals and schools.

The move into retail brought its own need to innovate. The demand for super-flat floors led to the use of laser screeds to produce the specified tolerances.

Parker's efforts were not just restricted to Nova Scotia. He was a founding member of the Tilt-up Concrete Association (TCA), an industry group composed of contractors from across Canada and the United States. The TCA, at one point, listed Nova Scotia as one of only four or five hot spots for tilt-up concrete construction in all of North America – boasting as many certified tilt-up contractors as California, Florida, Texas and the Carolinas.

These figures are even more interesting when you keep in mind that it was Parker who spearheaded much of the tilt-up industry in the Carolinas, too. In 1997 he and BD Stevens Ltd. helped launch Citadel Contractors (the name being a nod to Halifax's famous landmark) in Raleigh, North Carolina, where the use of tilt-up was relatively under utilitized. Within two years tilt-up had become one of the fastest growing construction methods in the area, and Citadel was sourcing work throughout the region and into other states, even down into Florida.

The Carolinas also proved fertile ground for some of

the architectural upgrades Parker had worked to introduce. While here at home the use of new facings and architectural details were limited, often falling victim to cost concerns, they were readily embraced down south to produce more attractive buildings. So Parker became an innovator in a market where he was a relative newcomer.

The arrival of the 1990s saw a decided change in the local construction market. In the 1970s and '80s there was a lot more government spending on schools and hospitals, so there was lots of work to go around and less incentive to innovate. That changed with the arrival of the '90s when governments began cutting back. Investment in larger construction projects dropped, increasing competition for the remaining jobs. In order to succeed, contractors needed to set themselves apart from the competition and increase their market share.

One of the ways Parker distinguished BD Stevens was by formalizing a method he had used almost from day one. The biggest advantages of tilt-up are its speed and flexibility. The method allows for design changes to be easily incorporated later in the construction process than other systems, which means construction can actually begin before the design is finalized. This serves to enhance the speed at which the building is ready for occupancy.

Parker helped to define and market this process, which became known as Design-Build. The company was firmly established by this time and had credibility with architects and major builders, which eased the sell of this new approach. Design-Build is now the most widely accepted approach to almost all tilt-up projects and has even influenced other construction methods.

Of course, this approach wasn't without its detractors. Architects could be highly critical of the Design-Build approach in those early days. They saw Design-Build as an attempt to cut them out of the construction process, since staff engineers could be used to design the buildings instead of architects.

This wasn't Parkers goal. Many of those who worked closely with him speak of his respect for architects and their profession, although they admit Parker often moved far faster than his architect colleagues may have been accustomed to.

Even so, Parker became one of the most respected figures in the local construction industry. He was known to not be shy in voicing his opinion, but at the same time respected the opinion of others. This led to him being respected and liked by his colleagues and viewed as speaking with authority.

Parker's hard charging ways and long hours didn't come without a price. In 2000, at the relatively young age of 52, he suffered a massive heart attack and passed away – characteristically after just having started a new notebook on the job he had recently secured.

In addition to his family and friends, Parker left behind an industry significantly different from the one he entered back in the 1970s straight out of school. His colleagues say he considered the biggest compliment to his effort to be the fact that others saw the value in what he was doing and started to get into tilt-up in a big way, too.

One of those colleagues, Thane Stevens, son of Laurie Stevens and Parker's protégé and friend for many years, has this to say about Parker's success in promoting tilt-up construction:

"He could, like the old saying goes, sell ice to the Eskimos. And if he hadn't been able to 'sell ice to the Eskimos,' we wouldn't have tilt-up in this province."

The Halifax Dartmouth Construction Assocation at 100

J. R. Matheson
President - 1962

PRESIDENT'S REPORT

I submit to you the 100th President's Report in the history of our Association. An Association which is one of the largest in Canada. I'm not impervious to the fact that this report, on this most auspicious occasion, should be one of resounding impact; of such scope that it would merit equally with the import of the occasion. In this respect gentlemen I trust you will accept my sincere endeavours in the realization of the difficulty involved in my reaching such heights. I do not intend to delve into the history of our Association prior to the past year. This has already been covered in our Programme, thanks to a man who has played a major role in our Association activities over many years. I refer here gentlemen to our Honorary President, Mr. E. A.(Ned) Saunders, who is, unfortunately in Hospital and unable to be with us today. It is suffice to say that our history as the oldest construction exchange in Canada is one of growth; progress; and leadership in our industry. We can be proud of the role this Association has played, through the individual and collective efforts of its many members over the years in the life of our communities, Province, and Country. The names of our Past Presidents recorded in your Programme is an indication of the calibre of men who have associated themselves with our industry and who have aided immeasurably in developing and enhancing the prestige of our Association.

When an organization lasts for 100 years there is, always some underlying factor that has sustained it over the years. In our organization gentlemen it has been the strong belief and knowledge of our Past Presidents and their executive in the need, the worth, and the value of a contractors association. This day is dedicated to these men and is meant as a tribute to their efforts.

In accepting the office of President of the H.D.C.A. last November I stated that I hoped my efforts would be worthy of the faith manifested in me.

These gentlemen were words of inexperience. After many years on the executive it took me only a matter of a few months to realize that the faith is manifested in the Association Executive as a whole and the endeavours of the Association and its President are in direct ratio and proportionate to the work of the individual members of your executive. As President I was privileged to have the benefit of the experience and dedication of many of the men who played key roles in our history. These men supported me; advised me; prodded me; corrected and guided me in a manner which could only be accepted in the spirit of co-operation and comradeship that it was given. I will refer more specifically to these gentlemen later on in my report.

I believe that a few facts about our past year's activities and accomplishments would be in order at this point. As you have already heard reports from all sections and committees, I do not intend to reiterate what has already been said, But, it would be most remiss of me not to re-emphasize some facts already mentioned and to point out others.

First: Let me give you a few key facts of your organization.

1. Executive composed of 22 members meeting regularly once per month.
2. An administration committee of 6 members meeting regularly once per month.
3. Seven committees and sub-committees meeting regularly.
4. Ten sections, each holding separate meetings.
5. Representative on Joint Conference Boards, composed of Union and Trade Representatives established which endeavour to meet at least once every quarter.

We heard today from the Chairmen of your various sections and committees. Their reports have shown us that the past year has been one of major accomplishment. There is no question that the main accomplishment this year was the close co-operation between our Association and other Associations allied with our Industry. I refer here to Labor organizations as well as Architect's and Engineer's Associations.

In the field of Labour Relations, the establishment by my predecessor of a continuing labour relations committee has introduced to the thinking of all of us a new concept of what labour relations really means. Over the past two years we have negotiated labour agreements for nine separate trades and occupations in the industry. There were differences of opinion to be sure, there were arguments; at times it may have seemed to both sides that settlement of any kind was a long way off, but gradually reason forged out an answer that was mutually acceptable to both parties.

People from both sides worked long and ardous hours to achieve the objective of trying to guarantee industrial harmony for three years. Why were we able to achieve a harmony of such scope? Why were these negotiations successful? They were successful because both sides realized that they were not working as individuals but as representatives of an industry. Representatives trusted with the responsibility of developing and promoting an Industry for the betterment of all-be they employer or employee. Any industry involved in non-productive industrial strife benefits no one. It is my firm belief that mutual faith in the sincerity of each group in working for the "Industry" and not for the individual unit has been the key factor in our successful negotiations.

We are endeavouring to develop a keener interest in our Association and in our community in the field of Apprenticeship. A special committee has been established that is working to this end. Also we are endeavouring to work with labour in the expansion of our area of jurisdiction. Further, we are endeavouring to hold joint conference board meetings to assist in solving our problems through mutual effort and understanding. Many of our sections have held joint conference meetings with their respective unions. These have proved to be very successful. We must continue to develop and improve our relationships with Labor. We must train our own members in modern Labor-Management concepts through continued participation in labor seminars such as held by C.C.A. and the Dalhousie Institute of Public Affairs. We always endeavour to have as many members as possible attend these sessions.

As we have grown we have been able to establish an administration on a full time basis, and through this permanent administration develop a plans room service where the majority of project plans and specifications in the Atlantic Provinces are on display. The development of the plans room service has resulted in keeping a great deal of traffic out of the offices of architects, engineers, and government departments. To digress for a moment it may be said that the construction association plans room service across the country make a definite contribution to national productivity in the elimination of time wasting travel for those who use this kind of service.

If I tell you that the weekly average of plans room use-Winter-Spring-Summer and Fall is 68, you may argue from you own experience that some days the whole 68 seem to be in the plans room with you, - this is only evidence of our growth. It is a fact that in the past year almost three thousand six hundred members and their representatives registered for this service.

Each week the members receive a bulletin, which I may add is the most complete of any bulletins issued by any construction association or builders' exchanges in Canada. Not only is there a listing of the majority of construction projects in the Atlantic Provinces, but in addition the names of the prime contractors who have indicated their intention of bidding these projects. This together with much other useful information has caused more than one member to state that the bulletin service alone is worth the membership fee for what is saved in business plone calls.

This industry takes a prominent place in the metropolitan area economy, with an on-site payroll which averages approximately $1-1/2 million per month, add to this the payroll figures for service industries, manufacture, supply transportation and design, this $1-1/2 million is doubled and becomes $3 million per month.

You heard today the report of the bid-depository committee. This committee, in conjunction with the members of the joint

advisory board, have developed our local bid-depository system to such a degree that we are reputed to have one of the best run systems in Canada. A continuous effort is being made to follow up any infractions of the rules, all complaints, all misunderstandings.

The main problem of the bid-depository system is not the system itself but the lack of knowledge of the bidders using it. Your Association is attempting to educate all users.

A national effort of the C.C.A. and the local affiliates is being made to standardize a Canadian Bid-Depository system and to have the system adopted by Federal and Provincial Governments. Your Association is working to this end in co-operation with C.C.A.

Now, turning to membership, what more can be said other than the fact that this committee has increased the membership by approximately 15% over the past year. The strength of our organization is proportionate to our membership. This committee has continually strengthened our Association and enabled us to expand our services.

In the past year your Association has, through its centenary committee, attempted to create an atmosphere of fellowship amongst its membership. This year's activities including special dinner meetings, lobster parties, and culminated by today's activities, has been due to the work of this committee. The fellowship generated by gatherings such as these serves us all in good stead. It brings us closer together and gives greater depth of understanding and personal knowledge of those with whom we come in contact during our Association as well as business activities.

The new form of dinner meetings have proved very popular. One of the highlights of the past year was the dinner meeting at which Dr. Lehmann spoke on productivity.

We were fortunate this year in obtaining a standard practices committee whose methods of operation were 100% successful. This committee approached architects and owners, on your behalf, on numerous occasions over the year. On each and every occasion their

quiet but earnest approach, given in the spirit of improvement of the industry as a whole, was well received and we obtained maximum co-operation and results.

At this time gentlemen I wish to pay particular tribute to key men who have made the year 1962 a highly successful one. You will recognize the names of men who have been strong supporters of our Association over a number of years.

Immediate Past President	- Carl Hudson
Vice-President	- Dean W. Salsman - who is also Vice-President-C.C.A.
Vice-President	- R.C.T. (Bob) Stewart -Co-chairman Standard Practices Committee.
Hon. Treasurer	- George W. Miller - Co-chairman Standard Practices Committee
Labour Relations	- Don C. Forbes
Bid-Depository	- Murray Gould
Membership and Adm.Com.	- Maurice Dean
Apprenticeship	- Allan MacMillan
Centenary Committee	- H.G. (Hank) Rounsefell.

I thank you gentlemen for making my job an enjoyable one and I deem it a privilege to have worked with you.

The voluntary assistance given by these dedicated members is invaluable in the growth and operation of your Association. They spent, in some instances, hundreds of hours, on your behalf, in the past year.

They too are "Busy men" in their own fields, and I would urge you to keep this in mind when called upon to do a job for the Association. I refer here specifically to the new members of our executive. You have taken on a duty andit is up to you to fulfill your obligations. If you can't do a job tell your President and let him appoint someone else who will. Don't let him and your Association down. This also applies to members, returning to the

executive such as myself. We must accomplish that which we have obligated ourselves to do.

There were others, to be sure, who played their part in our Association. Such important people as section chairman who served well and faithfully on our Executive; committee members without whose help the committee chairmen could not do the job they did. These people played their part,but gentlemen, I assure you that without the organizing and the guidance of the men I just mentioned, your year would not have been successful. I started my report by saying that the experience has taught me that you put your faith in your executive and the success or failure of your President depends on how they perform their duty. I am fortunate in having worked with such a capable group. I urge those members of next year's executive to give to your Incoming President all the support, encouragement, and co-operation you can. In this way, and this way only, will next year be one of continuing success.

During my term of office I was privileged to represent you on various occasions. These occasions ranged from Dinner meetings, as guest of some organization, to conferences and conventions. The most notable of these occasions being the C.C.A. Convention in Digby and the C.C.A. Presidents visit of October.

Everywhere I appeared on your behalf I found out that your Association has an excellent reputation. We are known for doing things right. Full credit for this must be given to our General Manager, A. B. (Berry) Thompson and his excellent staff, Loretta Gaudet, Anne Brown and Hope Randall. The work done by Berry and his staff in organizing and co-ordinating the various meetings and special occasions ensures their success.

I found that his work made the position of President a distinct pleasure rather than a time consuming job. I can say no more than a most sinc re thanks to Berry and his staff for their support and co-operation. To him alone I add my further thanks for his advice, opinions, and assistance throughout the year. His counselling and guidance is of inestimable value to an organization such as ours.

What does the future hold for our Association and its members? Looking ahead to the not too distant future I can visualize the following:

1. 400 members.
2. A 10 mile area of jurisdiction.
3. An era of prosperity in our City and Province the like of which we have never know. For example the prospects for Halifax and Dartmouth alone amounts to approximately $75 million worth of construction when you include such jobs as the new refinery and proposed Victoria General Hospital extension. This does not include any amount for the proposed Halifax redevelopment Program. Recent mining developments on Cape Breton Island and discoveries of minerals in other areas of our Province could well mean a new economic concept for our area. Further to this is the general strengthening of our Maritime Industrial and Economic development program.
4. A vast increase in the size and scope of projects being done by our local contractors.
5. A new Construction House.

There are many more things that the next 100 years will bring. It is impossible to imagine what the world will be like in the year 2062. We have seen, in the past 20 years alone a phenomenal advance in the technological knowledge of the world. Without any doubt these advances are going to have an effect on the construction industry. As in the manufacturing industry our industry must advance with the times and keep pace with new ideas; new processes; new techniques. Here is where your Association will also have to advance and change to suit the requirements of our membership. Our greatest service to our membership in the years to come will not be in labour negotiations, bid-depository; plans rooms etc. Our service will be in providing a consulting service; not a clearing house of plans; but a clearing house of ideas. Perhaps we will have a library for our members, a staff to assist in solving construction problems. Are these ideas and others of this nature too remote a possibility? We are now living in an age

when nothing amazes or seems out of reach. I believe our present thinking today can not even conceive what our Association will be doing in the way of advanced service. But of this I am sure: Membership in H.D.C.A. is going to be as important to its members as it is now.

Gentlemen, I have attempted to be an historian, a prophet, and a chronicler all in the space of a few minutes. Now, in concluding my remarks, I will attempt to be an advisor, To the incoming President and Executive I recommend the following:

1. Continued effort in developing the Joint Conference meetings between sections and unions.
2. The continued development of Apprenticeship in our area.
3. A complete study be made on the Mechanics Lien Act.
4. A Seminar on Productivity should be held.
5. A construction industry library be started in our H.D.C.A. office.
6. We continue to think in terms of our own construction house.
7. Continued participation in labor Seminars.
8. A close look at our membership growth to ensure that we do not allow ourselves to grow for growth's sake. Quality as well as quantity is a cliché that does apply to us as well as to other things.
9. A continuation of our Standard Practices committee. Work should be done to prevent the inclusion in specifications, clauses which are unfair to a contractor and costly to an owner. I will not go into detail on this now for I'm sure it will be a subject of debate in this afternoon's panel discussion. Nevertheless, there is need, of education on both sides. Our committees efforts are to be directed at our own membership as well as outside our association.

These, gentlemen, are a few recommendations which I feel will serve to strengthen and improve our organization. To this end, I continue to pledge my services.

J. R. Matheson

J. R. Matheson, President.

October 25, 1962

Mr. J. R. Matheson, President
Halifax-Dartmouth Construction
Association,
P. O. Box 967,
Halifax, Nova Scotia.

Report of Membership and Admissions Committee - 1962

Sir:

It is an honor to present the 1962 Annual Report of the Membership and Admissions Committee.

The net total membership at 29 October is 309 members. During the year, 49 new members were admitted, and 9 members resigned. This represents a growth of 15% during the year, or an increase in membership from 269 to 309.

The personal approach was used as much as possible this year to induce new members to join. Each Member of the Committee spent two or more half days with the Manager in visiting prospective members. This method proved very successful, and it is recommended that it be continued. Interested firms are getting fewer in number, and individual contacts are becoming very necessary, particularly outside the Halifax-Dartmouth Area.

It must be remarked that the Manager of the Association, Mr. A. B. Thompson, was the main force behind this growth, and his very active concentration on this vital phase of the Association is the main reason for the encouraging result. Mr. Thompson's office staff gave valuable assistance, and the Committee is grateful for their efforts and patience.

This report would not be complete without an expression of my appreciation to the members of the Committee, Mr. A. MacDonald, Mr. R. Buchan, Mr. A. Haverstock, Mr. A. Whitman, and Mr. G. Zinck, for their full support and co-operation.

Respectfully submitted,

M. F. Dean, Chairman,
Membership and Admissions Committee

MFD/jd

HALIFAX DARTMOUTH CONSTRUCTION ASSOCIATION

STATEMENT OF REVENUE & EXPENDITURES

FOR THE YEAR ENDED OCTOBER 31, 1962

	1962 BUDGET	1962 ACTUAL	
REVENUE:			
Membership Dues	$28,100.00	28,347.50	
Bid Depository	3,000.00	6,445.69	
Sundry - Interest		120.23	$34,913.42
	$31,100.00		
EXPENDITURES			
Salaries & wages	$17,100.00	16,337.12	
Rental - office space	1,500.00	1,900.00	
Dinners & Luncheons	500.00	110.90 Cr.	
Printing, postage & stationery	1,000.00	994.47	
Telephone & telegrams	1,300.00	1,591.51	
Dues	100.00	211.00	
Convention expenses	500.00	531.10	
Advertising, subsc., periodicals	200.00	137.50	
Office supplies & expenses	2,000.00	3,254.64	
Legal fees	1,000.00	200.00	
Bank Charges	50.00	39.40	
Office equipment purchased	700.00	1,436.77	
Unemployment insurance	150.00	174.60	
Sundry expenses	1,000.00	1,159.13	
Labour Relations	500.00	656.93	
Provision for improved quarters & equipment	3,500.00	3,508.37	
Equipment rental		461.92	$32,483.56
	$31,100.00		
Surplus for the year			$2,429.86

The Halifax Construction Association Bid Depository

It is he who must turn a deaf ear to your plea that you are "only one minute late with your envelope."
-1961 tribute to W.M. Gould

In its ninety-five years of operation the Halifax Construction Association had witnessed many advances in all aspects of construction. As the industry grew so did the number of trade contractors and companies. These growths lead to greater competition for tenders and contracts. As competition for specific tenders increased there was great dissatisfaction felt by those trade contractors vying for the jobs. "Bid peddling" or "bid shopping" was prevalent. These conditions lead to a general feeling that something had to be done to resolve the situation.

By the mid-1950s, it was decided by the Canadian Construction Association that a new, more organized and efficient way of insuring fairness within the tender process was needed. In 1957, at its annual convention, the Association officially endorsed the Bid Depository system. There were forms of bid depositories established across Canada before 1957, although they were not uniform. The introduction of the Bid Depository insured that all trade contractors and general contractors were abiding by the same rules. The Depository provided for the reception of sealed tenders from trade contractors before a stated time, and for their delivery to general contractors to whom they were addressed. The Canadian Construction Association called upon all the major construction organizations in Canada to follow their decision to improve the bid process.

In December of 1957 the Halifax Construction Association under the presidency of C.P. Roper decided to inquire into the possible establishment of a bid depository for Halifax and surrounding area. A committee was formed and letters were sent to the Architects Association of Nova Scotia, the Engineers Association of Nova Scotia and the Board of Trade requesting their Boards to appoint a representative to the new committee.

In May of 1958 preliminary negotiations took place with the architects and engineers, and a permanent committee was formed. This committee was made up of Mr. W.W. Downie (Architects), Mr. E.D. Brown (Engineers), Mr. Caldwell (Board of Trade), Mr. W.M. Gould (H.C.A) and Mr. C.C. MacDonald (H.C.A). They agreed to meet on a regular basis in order to implement a bid depository system in Halifax. The committee consulted over fifteen builders' exchanges across the country in order to secure information on the structure of their existing depositories. On the 27th of October 1958 the committee unanimously agreed that a bid depository plan should be prepared immediately and forwarded to the Architects Association of Nova Scotia and Engineers Association of Nova Scotia for ratification. There was a great deal of negotiating involved in this process. Section chairs were encouraged to discuss any and all concerns or problems that their colleagues might have. Special attention was paid to the Architects Association and a committee under the chairmanship of R.B. Cameron was implemented to meet more regularly with the architects.

W. M. Gould

C. C. MacDonald

Although still heavily involved in discussions with various groups, the Halifax Construction Association felt that the Bid Depository was ready to be tested. In February of 1959, the Bid Depository was to be used for the first time but on a small scale. A men's residence was to be constructed on the campus of Dalhousie University and the architect firm of Duffus, Romans & Single was willing to use the Bid Depository, providing only three trades took part. This was a significant moment in the construction history of Nova Scotia.

The Bid Depository functioned remarkably well for its first run. However, there were some minor problems. Following the initial project at Dalhousie University, letters were drawn up outlining the Depository and requesting that all trades involved utilize it. The letters were sent to all consulting architects and a selected list of consulting engineers in the province of Nova Scotia as well as officials of government, industrial estates and public utilities. The letters, although well received, were not satisfactory in explaining all the functions of the Depository. A new committee was formed to meet with individual architect groups in order to explain and encourage wider use of the service.

The new Bid Depository became much busier but was still working out the wrinkles. A letter written by the architecture firm C.A. Fowler revealed that they were under the impression that trades contractors' bids would be made available to the architect at the same time as the

general contractor. If this was not the case, then without access to those bids the firm would no longer call bids through the Depository. This letter forced the joint committee to call a meeting at which improvements to the Bid Depository could be discussed.

In February of 1960 it was agreed that the Bid Depository should expand to include acoustical treatment, floor covering, structural steel, reinforcing steel, roofing and sheet metal. This came after a series of meetings between chairman Gould and the Architects Association of Nova Scotia. The new revamped Depository would now in include: Acoustic Ceilings, Plumbing, Heating, Air Conditioning, Painting, Decorating, Structural Steel, Elevators, Floors Coverings, Asbestos, Linoleum, Carpeting, Roofing, Sheet Metal, and Sprinkler Systems.

By 1961 the Bid Depository had grown substantially and since 1959 had received and transmitted bids on 62 projects from 1,268 sub-contractors. Over nineteen million dollars worth of tenders had passed through the Depository. The Bid Depository was now an important part of the construction industry in the province. Original projects through the Bid Depository in 1959

Men's Residence at Dalhousie University (February)
Ben's Storage Building (May)
Victoria Apartment Building (June)
Chemistry Building at Acadia University (July)

Bid Depository Joint Advisory Council Chairmen

1961-62	W. Murray Gould
1963-64	Fred Leverman
1965	H.R. Garland
1966-67	Fred Leverman
1968	W.L. Giffin
1969	C.C. MacDonald
1970	E.C. MacNearney
1971	Adam Folk
1972	D.D. Todd
1973	Lloyd E. Levy
1974	J.L. Robertson
1975	Gordon Weld
1976	C.B. Day
1977	D.B. Dorey
1978	R.W. Vincent
1979	W.R. Sutherland
1980	W.C. (Bill) Smith
1981	Don MacKinnon
1982-83	Syd Dumaresq
1984	Murray Parker
1985	Vern Horne
1986	Peter Connor
1987	Bob Weld
1988	Bob Smith
1989-90	Paul Barrett
1991-2007	Michael A. Harvey

DALHOUSIE MEN'S RESIDENCE

The Inter-Relations Committee

The first formal interaction amongst the respective organizations representing contractors, architects and engineers began in the late 1950s. The Board of Trade, representing contractors, invited the architects and engineers to participate on a joint committee to investigate the establishment of a bid depository system in Nova Scotia. The committee reached an unanimous recommendation by 1958, with the first project closing through the bid depository system in 1959.

The concept of cooperation between the design and construction branches of the industry took hold. In 1962, the Halifax Dartmouth Construction Association (HDCA), through the Standard Practices Committee, formed a joint committee with the Nova Scotia Architects Association (NSAA) to deal with matters of mutual concern in the industry. The Committee functioned under the name of the Joint Industry Architectural Committee. Under co-chairman Bob Stewart and George Miller, the Committee began to hold regular meetings. The co-chairman reported that discussion were held on a number of matters, particularly with respect to tendering practices, which were felt 'to be at variance with the standard recommendations of the Canadian Construction Association'. It was reported that 'in several instances, where this information was received prior to the tender closing date, a delegation from your Association visited the Architect concerned and succeeded in obtaining the desired revisions.'

In the 1963 annual report, George Miller reported on a busy year with the Committee having held eight meetings. The purpose of the Committee was described as 'to provide a common approach to all phases of our industry and reach a better understanding of our mutual problems.' The Committee discussed various standard clauses in specifications, job controls, scheduling of work and material delivery and a clearer separation of various divisions of the specification. As well, meetings were held with City of Halifax officials regarding the building permits process which was delaying the start of projects.

In 1964, under the chairmanship of Earle Bowman, the engineers through the Association of Professional Engineers of Nova Scotia (APENS) were invited to join the Committee which was renamed the 'Inter-Relations Committee'. The regular meetings of the Committee were devoted to discussions on "mutual problems such as (1) unauthorized assignments of contracts by general and sub-contractors (2) advisability of licensing of general and sub-contractors (3) advisability of bonding of sub-contractors (4) study of supervisory training and labor productivity in the construction industry." A sub-committee was established to study tax issues. A meeting was held with the Hon. G. I. Smith in which a simplified procedure was implemented whereby the refund of Provincial Health Tax was to be made direct to the owner on completion of a project based on a set rate of percentage of the building cost.

M. F. Dean, Chairman of the Committee in 1965, writes in his annual report of that the Committee was determined to be 'in a unique position to do a great deal towards furthering the public and user image of the Construction Industry. As a start toward this, which must be a long-term continuous effort, the Committee initiated

Design and Construction Institute Meeting Halifax Club 1983

a series of meetings with officials of Public Works and other buyers of construction, to discuss openly the relations and problems in all facets of the industry…A good deal of frank discussion took place… out which came several points which should be of benefit to all who have business with these departments.'

In 1967, Bob Stewart, Chairman of the Committee, reported on the name change to the 'Inter-Relations Council' consisting of representatives from HDCA, NSAA and APENS. The broadly represented nature of the Council was further strengthened by the addition of members of the Cape Breton Island Construction Association. The Council held regular monthly meetings and the 1967 annual report commented enthusiastically on the Council's successful deliberations and results during the year.

In 1971, the organization took on an independent status and changing its name to the 'Design and Construction Institute' (DCI). Ian MacInnes served as chairman of the Standard Practices Committee of CANS while Bruce Gordon became the first chairman of DCI. The first annual brief to the Premier was presented. The presentation addressed the following topics: bonding procedures, increased public works spending, removal of the hospital tax on building materials, adoption of the national building code, use of Nova Scotia services and joint labour-management recommendations. In the closing remarks to their joint report, MacInnes and Gordon stated 'I wish to take this opportunity to thank all members for their totally unrestrained expression of thought, their total commitment to the improvement of relations in the industry as a whole…" Several social events were initiated in addition to the business meetings.

In 1972, DCI was incorporated as a society. The objects of the society were registered as being:

- To promote the development and expansion of all phases of the construction industry of the province of Nova Scotia.
- To create, assist, sponsor, administer or otherwise affect ways and means of solving operational problems of procedure and policy between the various facets within the industry in the province of Nova Scotia.
- To promote friendly and cordial association of people associated with the industry in the province of Nova Scotia.
- To aid, assist or otherwise affect in any manner whatsoever, the co-ordination of and communication between, all facets within the industry so as to be able to speak to consumers of the industry and government in particular, as the "The Voice of the Industry".

DCI Dinner, 2004, Silk by Holly Carr

Cape Breton Island Builders Exchange

The Construction Association of Nova Scotia is large, comprising all areas in the province. When the Halifax-Dartmouth Construction Association expanded with the other areas to form the provincial body comprising five zones. Each zone, although a part of the provincial organization, was distinct. Even though they were part of the larger Association, many contractors within separate zones wanted to insure that they had the ability to affect the decisions that were being made. This feeling of self-determination was no more apparent than in zone number two—Cape Breton.

1970 brought a great change to the contractors of Cape Breton. After many years of operating their own construction association under the Cape Breton Island Construction Association, it was decided that they would merge with the other contractors providing a truly provincial association—the Construction Association of Nova Scotia. Operating within this provincial association as zone two and under the directorship of Jim G. MacDonald, it was hoped that the new relationship would be a strong one. Many firms were quick to join and a plans room was to be maintained by the Industrial Cape Breton Board of Trade. This was a big step and it took a great amount of sacrifice on behalf of the Cape Breton members. There was, however, great difficulty in obtaining the necessary 25 members that were needed to pay for the plans room. CANS was adamant that any area within the province that wanted to operate a plans room had to have a minimum of 25 members. Secondly, there was great concern by the general contractors in Sydney that if bids could close in Sydney they would receive more tenders from trade contractors. Members in Cape Breton wanted a change.

In 1971 that change came as it was decided that the Construction Association of Nova Scotia would no longer operate the plans room in Sydney. Instead it was to be operated by the newly formed Cape Breton Island Builders Exchange. The plans room remained on Prince Street in Sydney and all plans for the area were kept there. Similarly tender prices were being received there, opened and distributed to the general contractors.

There was some discontent as the members of Cape Breton felt that not enough small contractors were joining the Exchange. There were other issues that Cape Breton contractors were worried about. Anne Marie Singler began working for the Cape Breton Island Construction Association in 1968. The daughter of a carpenter, Singler was familiar with the people and the names of the industry before she came to CBICA. She was also familiar with the sense of loss that Cape Bretoners felt when dealing with contractors off the Island. "Builders in Cape Breton wanted more autonomy then they had. They wanted to have their own meetings here (Sydney) and have bids close here. They wanted more control over what was happening." The decision to go ahead on their own was not one of great difficulty. After all the Cape Breton Island Construction Association had only disbanded a year previous. Many were confidant that they could succeed with out the help of the rest of the province.

UCCB Campus

Unfortunately for the contractors in Cape Breton, difficulties with labour negotiations and wildcat strikes hit almost immediately. Many projects were plagued by labour disputes and strikes. It was also difficult for the small organization to deal with everybody. As Singer recalls, "We thought our offices were going to be picketed because we had to do all the negotiating. This, of course, was before the advent of the (Management Bureau and the) Labour Relations Committee which does the contract negotiating now." It was only the hard work and determination of the Cape Breton members that averted total disaster.

Things might have been worse were it not for the leadership of Sandy Reeves. Reeves, who was the owner of Maritime Builders and an influential member of the Exchange at the time, worked rigorously in order to keep the projects running. It was quite a job and Singler remembers, "Reeves had a really cool head. He was a good businessman, yet very fair and from what I remember. He got through it."

The difficulty in dealing with stronger unions and larger jobs forced that the members of the CBIBE to look into the possibility of returning to CANS. By 1973 the contractors in Cape Breton decided that they again would join forces with the construction industry in the rest of the province. CBIBE continued as a functioning unit within the greater provincial organization electing company representatives to serve terms as presidents. Its role in the area is still vital.

When asked about the most rewarding part of her job Anne Marie Singler quickly points out that, without doubt, it has been the many wonderful personalities that she has come in contact with at the CBIBE. The names that have come through the door in Sydney read like a who's who list of Cape Breton builders. Men such as M.R. Chappell and Jim MacDonald who ran Island Construction Ltd. were influential and community-orientated. Other notables were Bill Reid who served as V.P. and G.M. of the Maritime operations for M.Sullivan & Son, as well as Earl Wadden and Walter Leonard who were active in the Exchange. And, of course, there was Sandy Reeves. Sidney (Sandy) Reeves was the founder of Maritime Builders Ltd. Reeves was very active within the Construction Association, the Sydney Area Chamber of Commerce and the community at large. Sandy Reeves died in 1992 but he is still being recognized for his service to business in Cape Breton. In August 2003, Reeves was inducted into the Cape Breton Business Hall of Fame.

The last thirty years have brought great change to the construction industry and likewise to the Builders Exchange in Cape Breton. The first real change as Singler points out is that "There is not half as much work as there used to be. For the first twenty years that I was here there was a lot of stuff going on. However, a lot of the work being done now is done through project management. For example, some of the schools that were built lately were designed and built together and so, of course, there were no plans for anyone to look at." Also Singler points out that people are busier and there is less one-on-one interaction. Computers certainly have changed the amount of work that we have in the office and "I find that people are busier then they used to be. It is much more difficult to get people to come out to meetings and events."

Throughout it all, Singler points out that the relationship with the mainland construction association has always been fairly constant and positive. She finds the relationship to be very helpful for all sides. And what about the future of the Builders Exchange? Well, Singler believes it is going to be a positive one. "They are always going to need a presence down here simply because the mainlanders have their own organizations. We are so far removed and it is important that we have our own association." Singler is quick to point out that the CBIBE is molded towards Cape Breton contractors. "The mainlanders have the Bid Depository and we have the bid depository. However, back in 1990 the contractors here were really, really tired of bid shopping. So they instituted Bid Clearance. It has worked very well. The sub-contractors liked it and so did the general contractors."

The Cape Breton Island Construction Association has played a key role in the development of Cape Breton society. The construction community on the island has been autonomous since the time when it ran its own association. Although it has been a part of CANS for the 32 years, the CBIBE insures that contractors in Cape Breton maintain their identity.

Sydney Division Office

Presidents of the Cape Breton Island Builders Exchange

Jim MacDonald
Alan Stapleton
Bill Reid
Gary Peach
Earle Barrington
Clayton Bartlett
Gordon Goodwin
Jack Dunlop
Claude Peach
Don Musgrave
John MacNeil
Ken Keough

Construction Labour Relations

The relationship between contractors and labourers in the Province of Nova Scotia has been traditionally problematic. As early as 1857, carpenters within the province had banded together to demand higher wages from their employers. In 1862 a group of Halifax "master builders" came together to form the Halifax Builders Society. The Society was the brainchild of well-known builder John Brookfield. He believed that a builder's society would be beneficial to the industry in terms of negotiating and regulating wages and labour. The labourers followed this by forming the House Joiners Union Society of Halifax in 1864, and the Stone Cutters and Masons Association of Halifax in 1865. By the 1880s trade unionism had taken hold of many workers throughout the area, changing the way management and labour conducted business. It was not uncommon in this period to witness work stoppages on construction sites. In 1883 eight stonemasons and bricklayers went out on strike delaying the construction of S.M. Brookfield's new Halifax cotton factory. As the tradesmen and laborers continued to unionize and gather momentum, the Halifax Builders Society took on a greater importance for the builders. Thus the oscillating relationship between labour and manager had begun.

In the years that followed the industry was riddled with strikes and work stoppages. From 1888 to 1914 seven major walkouts occurred. In 1914 the builder trades began a great strike causing the near non-completion of the new Dalhousie University science building. 1914 also witnessed the beginning of labour's new building trades council. This new council and its perceived new powers greatly worried contractors within the province. On the eve of the Great War work stoppages and militant strikes were becoming very commonplace. These continued on after the war had ceased. In 1919 the large labour strikes hit the Maritimes and Halifax construction companies were forced to deal with the issue of higher wages in a faltering economy.

In 1936 the government of Angus L. McDonald passed the Provincial Standards Act. The Act was brought into effect in order to help the craftsmen as well as the contractors. The legislation of wages and hours was beneficial for both the labourers and the employer. For builders the Act eliminated the threat of out-of-town contractors coming to the province and bringing with them cheap labour. This was a time of great cooperation between the Halifax Builders Society and the various organized unions. The great economic boom during the second Great War brought with it an increased militant attitude on the part of the unions of Nova Scotia. Labour was scarce and the bargaining power of the unions was greatly increased. On the 26th of May 1950 5000 construction workers walked out for thirty-four days. The next fifteen years would bring increased labour relations difficulties. It was finally thought by the late 1960s that something had to be done to fix the problem.

The Halifax-Dartmouth Construction Association had a labour relations committee that met once a month and any other time that it was deemed necessary. Negotiations with the various unions, which were being carried out through the Association, were becoming increasingly complicated. By 1967 it was obvious to all contractors that the unions were bargaining for greater pay increases than ever before. To make matters worse the Association could not guarantee solidarity between the many contractors in operation. When the negotiations between a single contractor and a single union broke down, unions were able to counteract the lockout by signing contracts with non-member contractors. It soon became clear that the bargaining power of the Association was being quickly decreased. This loss of power was resulting in numerous labour-management disputes and the number of strikes was also on the rise. The work stoppages were devastating and affected many citizens within the areas all over Nova Scotia. Dalhousie University in Halifax was forced to consider cutting the number of students in its 1967 class. The University feared that the new Charles Tupper Medical Building would not be finished on time because strikes were bringing its construction to a standstill.

By the end of 1967 H.R. Garland and the labour relations committee were recommending that the Association plan to participate in labour agreements on a zoned basis throughout the province. The Association also decided that it would be beneficial to appoint a labour relations expert to better deal with the problems facing the industry in Nova Scotia. A labour relations officer would be able to devote all his time to the matters at hand. Furthermore the officer would be a step in the right direction in order to help police all contract negotiations that were taking place throughout the province. The Association felt the need for the labour relations officer to be so great that they were willing to rearrange their dues structure to obtain it. The Association also obtained the services of labour lawyer Merlin Nunn who was hired to help oversee all areas connected with the field. Not only would contracts within the boundaries of Halifax-Dartmouth be scrutinized, but also the Association was now concerned with the contracts being signed across the province. The need for better labour-management relations clearly showed the need for one provincial construction association and put pressure on the contractors to unite. Labour management solidarity was to bring forth what was to become the Construction Association of Nova Scotia.

By 1969 the number of "wildcat" walkouts had greatly increased due mainly to national publicity that was given to high wage settlements in Ontario. This proved to be detrimental as it was soon time for unions and contractors to begin new contract negotiations. While the construction industry was booming the profits of many of the contractors were low--less than one percent--and many were losing money. The Association did make good on its agreement to obtain a new labour relations officer when it hired Matthew McPherson. Elsewhere in the country it was being proposed that construction associations set up separate labour relations committees. CANS did not feel that they were large enough for such a body at that time, but did believe in beginning a separate branch within the organization. The separate branch would be under the direction of the organization's directors with separate bylaws. The strategy behind this decision was that some construction companies would now be able to join

Special Thanks to
Bruce MacKinnon and The Halifax Chronicle Herald

this separate organization without being bound by the bylaws of CANS.

By 1970 it was felt by the Association that they were entering a period of great transition whereby collective agreements would cover broad geographical areas of Nova Scotia. It was becoming too difficult to negotiate small contracts with individual groups of workers, as it was evident that the trades were particularly concerned with what the other unions respectively received in the form of a settlement. The Association believed that multi-trade and multi-party bargaining was the only way to successfully counteract the growing problem. It was felt by the members that the only way to revive a weak industry was through better labour legislation. Unity between the companies was essential to the success of all. Accreditation of employer associations for collective bargaining purposes was the only way that multi-trade, multi-party bargaining could be handled. The theory behind accreditation was that it would remove from the union and the individual employer the legal right to conclude any separate contract relating to wages and working conditions. It forced all contractors to negotiate together, insuring that there would be fair contracts for all. The Association recommended accreditation to the Woods inquiry. The Woods inquiry, headed by Dr. H.D. Woods, had been set up to investigate the state of affairs of Nova Scotia's industrial situation. Labour unrest and inter-union rivalry had degenerated into violence and the Nova Scotia government decided to investigate the matter. When the inquiry was completed, Commissioner Woods recommended that accreditation be implemented.

In June of 1971 the Labour Relations Committee established a sub-committee consisting of W.L. Griffin, F.J. Levermen, M.J. MacPherson and K. Carter. These individuals were entrusted to formulate basic recommendations for the implementation of accreditation. The Committee researched and questioned the other construction associations across the country inquiring as to how successful they were in terms of labour relations. They found that there was little or no coordination between associations as to expiry dates, fringe benefits, working conditions or wage rates. In a lot of cases, contractors actually had to act as part-time negotiators with almost no experience. The result was expected as unions would easily divide and conquer the contractors. Contractor lockouts and appeals for unity were never successful because there was no means to insure discipline between the groups. It was decided that Nova Scotia contractors would break the cycle of distrust and disunity and band together in order to help themselves and the industry.

On April 13th 1972 the Construction Association Management Labour Bureau was incorporated. All unionized contractors employing on-site construction labour employees were encouraged to immediately sign up as members of the Bureau. Once a group of employers became accredited it was unlawful for any individual employer to negotiate separately with any union. In recognizing the mistakes of other provincial associations, CANS was able to implement an effective strategy. The Bureau was autonomous in all of its policy decisions and although the Construction Association financed it, it was financially responsible for all its operations. Its most effective clause, however, was its designed intention of keeping all other construction business separate from the labour management bureau. The members felt that past labour management bureaus across Canada had been unsuccessful because the bureaus also dealt with issues that were contentious. Thus these bureaus were competitive and not unifying which was the original purpose of accreditation. CANS would insure that the Management Labour Bureau would deal strictly with labour relations and nothing else.

In 1972, the Association witnesses the first successful negotiation of a multi-trade, area-wide agreement in Cape Breton. This was a major step in the process of labour-management relations within the province. The contractors of Nova Scotia now felt that they were better able to negotiate with the trade unions in order that the construction industry as a whole be run as efficiently as possible. This they hoped would insure that the construction industry within the province would remain healthy and strong.

Construction Accident Prevention

Working safely was always a concern in the construction industry. Through the 1960s the Halifax Dartmouth Construction Association (HDCA) held annual safety competitions with the Calgary Construction Association members. The grand prize trophy was a lobster with a white hard hat (still on the trophy shelf in CANS offices). While the Halifax/Calgary rivalry was replaced by annual safety awards, members of CANS Safety Committee were becoming increasingly concerned about the need to improve the industry's safety performance, reduce workers' compensation costs and prepare for anticipated regulatory changes.

In 1991, CANS Chairman Edgar Goguen appealed to the Premier to address the alarming increases in workers' compensation costs "We wish to express our grave concern with the 23-25% rate increase for 1992. The announcement came late in the year, making budget and estimating for contracts in 1992 extremely difficult." CANS called for a major restructuring of the WCB.

Bob Todd, Vice Chairman of the Safety Committee, summed up the concerns in a February 1992 Newsletter editorial. " There is absolutely no doubt that the process of getting the (Workers' Compensation) Board's financial affairs in order will require cost increases even more dramatic and painful than those we have already experienced. WCB has only one source of funds- the assessments we pay. The greatest challenge the construction industry faces is to develop and implement safety programs that reduce the number and severity of claims. Working safely makes sense simply as a means of looking after our own financial interests. "The Safety Committee proposed a new initiative 'to develop and deliver an accident prevention program for all those in the industry." CANS Board endorsed the proposal in March including the possibility of funding the program by requesting the WCB levy--an additional fee on the industry to pay for the training program.

The Safety Committee believed that the fragmented nature of the industry and the constant mobility of the workforce required a unique strategy. The approach to OH&S that worked in the factory environment simply would not work for construction. It was agreed that in order to properly serve the thousands of small businesses that constitute the industry, a coordinated program by a single agency would need to be developed. The Safety Committee began researching construction industry programs across Canada looking for an appropriate model to follow.

May 1992, 26 miners were killed in the Westray Mine disaster. The Nova Scotia occupational health and safety regulatory system began a long process of review, expansion and reform.

By October 1992, the Safety Committee was working on a 'safety basics' training program for all employees which was being proposed as a mandatory industry code of practice to be enforced by the Department of Labour. At the request of the Department, CANS convened a meeting of industry groups including the NS Home Builders Association, NS Road Builders Association, Nova Scotia Power Inc., the Cape Breton and Mainland Building and Construction Trade Councils, and the Atlantic Provinces Ready Mixed Concrete Association to discuss the proposal. Agreeing to work together, the organizations established the Construction Accident Prevention Committee (CAP). Jack Osmond, who represented CANS, on the new CAP Committee agreed to serve as the first chairman.

The CAP Committee began working with the Department of Labour and the Nova Scotia Safety Council to create a safety basics program. In January 1993, the Safety Council offered the first CAP course 'Introduction to Occupational Health and Safety for the Construction Worker'. Twenty individuals participated from companies including Marid Industries, Elmsdale Landscaping, Wyco, Otis Elevator, Lindsay Enterprises and Nolan Davis Engineering. Additional courses were offered throughout the spring, while the Committee continued to meet with government representatives on the code of practice.

The Committee changed its direction in March 1993 following a two-day visit from Don Toth, Executive Director of the Alberta Construction Safety Association. The Alberta

OH&S, The Paperwork

A Vote Of Confidence for Alberta... A Salute to Nova Scotia

After many months of research and meetings, the Construction Association of Nova Scotia has made a decision to create their own safety association by using the ACSA as their model. Their evaluation of ACSA products and services along with a thorough review of our direction, caused this group of stakeholders to focus on what has been developed here in Alberta. That is, after reviewing all other sources in Canada.

To the Construction Association of Nova Scotia, we thank you for your vote of confidence and wish you the best of luck.

From the Alberta Construction Safety Association Newsletter, Spring, 1993

approach was very different from Quebec and New Brunswick where a safety basics course was mandatory for all construction workers. Alberta began its safety program by training company executives to support the development of safety policies, programs and procedures with training for the full range of industry personnel. The Alberta Construction Safety Association had an impressive range of programs and operational results that caused the Nova Scotians to rethink their plans. Alberta offered to help the CAP Committee achieve its goals.

With support from Alberta, the CAP Committee moved quickly to solidify its new plans. The Nova Scotia Construction Safety Association (NSCSA) was registered as a society in May 1993 using the Alberta bylaws and structure as its model. Vision and mission statements were adopted.

NSCSA Vision (1993)

No work-related fatalities, accidents or disease involving physical or mental impairment or major damage to property or environment by members while ensuring an efficient, profitable industry.

NSCSA Mission (1993)

To continually improve the level of safety in the construction industry maximizing the owners', managers' and employees' commitment to construction safety by enhancing their knowledge of their moral and legal responsibilities and promoting the concept that safety pays.

The new NSCSA directors, with Jack Osmond as chairman, explained their belief that the industry, employees and employers must exercise a greater and more active role in accident prevention. While the obligations under the OH&S Act were clear, the Association believed that they were not always understood or acted upon and that the creation of a safety culture could only be sustained if developed within the industry with government playing a supportive role. It was also agreed that to be successful the NSCSA's services and programs would need to be accessible and affordable.

With interim financial backing from CANS Board of Directors and an Order in Council requiring the industry to contribute to NSCSA through the workers' compensation premiums, the NSCSA looked for an executive director and offices. The doors opened January 1994 with the first training programs, delivered with Alberta-based instructors, offered in February that year. Black and McDonald became the first Nova Scotia company to receive NSCSA's Certificate of Recognition.

NSCSA first directors included: Jack Osmond as Chairman, Andre Benard, Roddy McLennan, Don Thornton, Steve Drummond, Frank McKinnon, Carol MacCulloch, Greg Burke, Brian Rippin, Bob MacKinnon and Brian Stonehouse.

Apprenticeship Training: Is It Meeting Our Needs?

Here's a conundrum for you: how do you improve a program that everyone agrees is essential, acknowledges is in need of change, is aware of where the problem areas are, and mostly agrees as to what the solutions should be – yet, after years of trying, the same complaints persist?

That's the million-dollar question facing Nova Scotia's construction industry as it continues to grapple with the apprenticeship training system. It's a situation that Peter Greer, business representative organizer for the Nova Scotia and Prince Edward Island Council of Carpenters, Millwrights and Allied Workers, says is "going to be a crisis if we don't get this right."

The concept of apprenticeship dates all the way back to man's earliest attempts at civilization. Even the Bible speaks of Jesus studying carpentry under his father's tutelage. From that day until the early half of the 20th century this system remained largely unchanged. A craftsman would take on an apprentice and impart to him the skills required to become a tradesman. Often a close bond grew between the two with each feeling a great deal of responsibility toward the other. The craftsman invested significantly in the apprentice during the early days of training, but received a return on that investment as the apprentice grew in skill and was better able to assist his mentor.

Unfortunately, the arrival of the industrial revolution and the emergence of a highly mobile workforce eroded this traditional relationship. There was less of a feeling of loyalty to corporate ownership and employers could no longer count on a return on investment in training since employees could move on to the competition.

Still, apprenticeship training was left largely in the hands of the private sector and individual employers in Canada until the Great Depression of the 1930s. That's when government started to get involved to a greater extent in an effort to improve the employability of vast numbers of people looking for work.

That involvement continued to grow slowly over the years until it expanded dramatically in the 1960s with the introduction of the vocational school system. At this time, Nova Scotia placed apprenticeship training under the authority of the Department of Labour and it was treated largely as a regulatory regime rather than a system of education.

That's where apprenticeship training remained until the 1980s when a systematic review of the system was undertaken, resulting in a government white paper entitled Foundation for the Future. This era saw the creation of Nova Scotia's first community college system and all responsibility for apprenticeship training was transferred to the Department of Education.

This was a watershed moment in the history of apprenticeship training in this province. The switch from a regulatory approach to a post-secondary education approach fundamentally changed the way apprentices received their skills and knowledge. Prior to this change, the majority of new entrants to the trades were 'direct entry,' that is to say they came with little or no formal training.

Since the emergence of the Nova Scotia Community College (NSCC) as the primary delivery vehicle for both pre-apprentice courses and formal block training, the industry has steadily moved toward requiring a higher level of eduction and training before accepting new apprentices as employees.

Marjorie Davidson, director of Apprenticeship Training and Skills Development for the Department of Education, says even as recently as 10 years ago, 80 per cent of apprentices were still direct entry. Now that figure has completely reversed itself and 80 per cent are coming out of educational programs like those offered by the NSCC.

"Even though the industry has a great track record with direct entry, it's the industry itself that has put the requirement for higher levels of education in place," Davidson says.

However, this increased insistence on higher levels of training has done little to solve many of the most basic complaints about apprenticeship training – many of which date back well before the switch from Labour to Education.

Studies from almost 35 years ago identify problem areas still being pointed to by employers today. These include such things as the large number of apprentices that never complete their training to become journeymen, the length of time it takes to go from being an apprentice to a journeyman, the lack of coordination between theory and practical experience in the training process, the unstable nature of employment in a construction industry that exists on a project-by-project basis, a deteriorating work ethic among younger apprentices, and an increase in specialization within the trades that prevents apprentices from receiving a well-rounded exposure to all aspects and types of equipment within their chosen fields.

All of these concerns reappear in Training in the Apprenticeable Trades in Nova Scotia, a 1986 government discussion paper; in the Foundation for the Future white paper; and again in the 2002 report Apprenticeship: Achieving Excellence Through Partnership.

Heather Cruickshanks of L.E. Cruickshanks Sheet Metal Ltd. cited all of these issues and more as problem areas for her company when dealing with apprentices. She also threw in the lack of awareness among the general public of just what the trades had to offer as a career option, the difficulty and bureaucracy involved in registering an apprentice, the lack of on-site visits by program councillors to review an apprentice's progress on the job and the financial burden faced by both the employer and the employee when they must leave work to return to the classroom to complete their various block training modules.

"It's hard on us as an employer to lose a good worker for eight to six weeks each year," Cruickshanks says. "It's also hard to get them to go back to school. Most of these guys have a mortgage, a family, car payments, etc. They only get 64 per cent of their income during this period from Employment Insurance and, due to delays and hold back periods, it isn't unusual for them to actually be back to work before they receive their first cheque from EI."

Jim Wilkie, retired president of AB Mechanical, spent many years trying to improve the apprenticeship system and is still not satisfied with the current results. He says chronic underfunding of the program since it was placed within the Department of Education has led to a deterioration of the level of service provided to both employers and apprentices.

But if the perceived problems with the system are long-standing and well documented, the possible solutions are no less so. Greater support from government for employers that invest in training and streamlining the process to make it more simple and faster could be words taken directly from Cruickshanks' mouth instead of a 1974 report on the dilemma facing the apprenticeship system.

The 2002 report Apprenticeship: Achieving Excellence Through Partnership likewise calls for significant increases in funding for the program, a multi-year strategy for growth and improvement and a streamlined regulatory regime.

Other possible solutions put forward by both government and the private sector include:
• top up payments to apprentices from their employers to lessen the financial strain of the block-release period;
• tax breaks or credits to employers to encourage more of them to invest in training (currently only 17 to 18 per cent of eligible employers in Nova Scotia participate in the apprenticeship program);
• introduce trades training and career information to our youth at an earlier stage, perhaps even making it part of the high school curriculum;
• achieve a better balance between the practical and theory components of apprenticeship training.
• put more councillors in the field to evaluate and assist apprentices when they encounter difficulties on the job;
• develop mentor programs for on-the-job trainers to better support employers, who currently do 80 per cent of apprenticeship training; and
• since trades with mandatory certification experience higher

apprentice retention rates, consider moving more trades to this category.

As the prime delivery vehicle for all of the non-employer supplied apprenticeship training in Nova Scotia, the NSCC is well aware of the many criticisms floating around out there about the program. NSCC President Dr. Joan McArthur-Blair says the only way the NSCC can stay vital and relevant is to be committed to the needs and requirements of industry.

So the College has implemented several policies and programs to try to deal with some of these issues and is studying several others. Its Test Drive and Jump Start programs allow students to try out a program before enrolling to see if it's right for them.

"And right now we're experimenting with a program called Full Journey, wherein the College stays attached to the student all the way through the apprenticeship process right up to achieving their journeyman papers," McArthur-Blair says.

The College is also looking at how it could deliver block-release modules on a part-time basis – say every Monday – rather than requiring apprentices to come in full-time for six to eight week periods. McArthur-Blair says this would address two problems simultaneously: employers don't lose their workers for large chunks of time and apprentices don't experience the financial burden of lost income.

As to the larger question of whether the NSCC is the right way to deliver apprenticeship and pre-apprenticeship training, McArthur-Blair says numbers don't lie.

"Our retention rates of 91 per cent and employment success rates of 93 per cent are so high because of all the work we do with our students both before and after they enter our classrooms," McArthur-Blair says. "We're also seeing higher completion rates for apprentices that come through our core program. I believe that's because of the stronger skill sets our students develop. Those stronger skills make our students a greater asset to employers, which in turn makes our students more confident when they enter the workplace."

Despite these figures, there is another group in Nova Scotia that believes it's better suited to provide apprenticeship training than an educational institution. Several unions across the province have already established their own training facilities and the push is now on to make the case they deserve a share of public funding as well.

"Should government even be in the field of trades training?" Greer asks. "The goal is good, but are we spending our money efficiently? The NSCC certificates carry little to no weight in the industry – more than half of the members of our union don't have one.

"There's also the problem of 'skimming' in the education model, where businesses are only looking to snap up the top few students from any class."

Cliff Murphy, president of the Cape Breton Building Trades Council, says unions are making some of the right moves to bolster their case. The creation of joint union/employer apprenticeship training committees is creating an easy, immediate way for companies to directly influence the kind of apprentices they get on their job sites.

There's also the fact that trades with mandatory certification boast much higher conversion rates, with some trades recording up to 90 per cent of registered apprentices achieving journeyman status. That bolsters the push by various unions to get more trades designated as needing mandatory certification.

So, does any of this get us closer to answering the opening question? Yes and no. Some of the suggested solutions are being considered while others have already been implemented. For example, the province is now offering a $350 incentive to apprentices for each level they complete. This is in addition to the $1,000 offered by the federal government for those in the first two years of a program. The feds also offer tax credits to businesses that train. Yet, the complaints remain.

Perhaps what's really needed is a complete change in how society views apprenticeship and trades in general. For that, we give the last word to Heather Cruickshanks:

"Over in Europe being a tradesperson is like being a doctor or lawyer. They take pride in their trades, unlike over here. We've lost that."

Defence Construction Canada

The history of construction in Nova Scotia is intrinsically tied to the province's military heritage. In fact, the province's first capital – in what was then known as Port Royal and is now Annapolis Royal – was centred around Fort Anne, which was itself built on the site of the Scot's Fort Charles, which dates back to 1629.

Fort Anne was soon joined by other major military installations across the province. After the fort fell to the English in 1710, the French needed a new stronghold to secure its New World holdings on Ile Royale (Cape Breton) and Ile Saint-Jean (Prince Edward Island). Work on Louisbourg began in 1719, but wasn't completed until 1745 – just before the start of the fort's first siege (which might qualify as the province's first significant construction project delay).

Not to be outdone, the British needed a new fort to counter Louisbourg, and in 1749 Halifax was founded as Nova Scotia's new capital. The city's very location is a direct result of military concerns, since it was the strategic value of the large drumlin overlooking Halifax Harbour that formed the primary reason the British military chose the site. The first fortifications formed the western wall of the city and included five stockade forts: Horsemans Fort, Cornwallis Fort, Fort Lutrell, Grenadier Fort and Citadel Hill itself. That first Citadel fort included a three-story octagonal blockhouse covering a 14-gun battery.

Citadel Hill and the associated harbour defence fortifications afforded the Royal Navy the most secure and strategic anchorage in eastern North America. In fact, the massive British military presence in Halifax focused around Citadel Hill and the nearby dockyards is thought to be the main reason this entire region remained loyal to the Crown throughout and after the American Revolutionary War.

The Halifax Citadel continued to evolve from these early beginnings, moving through a series of defensive configurations until it arrived at its current star shape. Over that time, construction and levelling operations reduced the height of the hill by 10 to 12 metres.

The current Citadel, formally known as Fort George, was completed in 1856 after 28 years of construction. It was, of course, obsolete by the time it was finished, but became barrack accommodations and a command centre for other, more distant harbour defensive works, such as: Fort Needham, HMC Dockyard, Fort Massey, Fort Ogilvie, the Prince of Wales Tower, the Connaught Battery, York Redoubt, the Practice Battery, Sandwich Point, Camperdown, Fort Chebucto, Fort Charlotte, Fort Clarence, the Devil's Battery/Hartlen Point and the five forts on McNabs Island: Fort Ives, Fort Hugonin, Sherbrooke Tower, Strawberry Hill and Fort McNab. Together, all these defensive structures are known as the Halifax Defence Complex.

The Citadel was garrisoned by British troops right up till 1906, and again by Canadian troops throughout the First and Second World Wars. After World War II, the Citadel was designated a National Historic Site and restored to the mid-Victorian period.

Even Halifax's Old Town Clock, arguably the city's most recognized and photographed landmark, owes its existence to the military. The story goes that Prince Edward, Duke of Kent, was concerned his troops always be on time, so he arranged for the clock's construction before returning to England in 1800. The House of Vulliamy, noted Royal clockmakers in London, manufactured the clock mechanism, which is housed in a three-tiered, irregular octagon tower. The Town Clock officially began keeping time for the garrison on October 20, 1803. The base of the building was used as a guardroom in its early years.

Old With The New: Dockyard Clock with the Angus L. Macdonald Bridge (MCM)

Although most of these early military assets have since passed into the hands of Parks Canada, at least one part of the Halifax Defence Complex continues to be a vital part of Halifax's military life. The Royal Naval Dockyard eventually became the HMC Dockyard and is now considered part of Canadian Forces Base Halifax (CFB Halifax). It is one of the oldest defence establishments in Canada, having been established by the Royal Navy during the 18th century.

Today's Dockyard is home to: the headquarters of Maritime Forces Atlantic (MARLANT), the Formation Supply Facility, Fleet Maintenance Facility Cape Scott, shore-based training facilities, berths for Canadian and foreign warships and operations buildings for MARLANT and other organizations, such as a Joint Rescue Coordination Centre (JRCC) for air/marine search and rescue. It also has an adjunct facility directly across the harbour on the Dartmouth shoreline with jetties and various buildings, including Defence Research and Development Canada - Atlantic.

Stadacona is an adjunct to the HMC Dockyard. It contains the Canadian Forces Naval Engineering School (with facilities at

Herring Cove/York Redoubt, south of Halifax), the Canadian Forces Naval Operations School, the base hospital, the Canadian Forces Maritime Warfare Centre, and various messes. Stadacona is also home to the headquarters of Land Force Atlantic Area and the Maritime Command Museum. It was originally built as the British Wellington Barracks, later known as the Nelson Barracks. After the departure of British military forces from Canada in 1906, the Royal Canadian Navy appropriated the site and it was transformed into HMCS Stadacona.

Eventually all of the former British military assets were turned over to the control of the Canadian government, which set about building its own network of military bases across the province, including CFB Shearwater, CFB Greenwood and CFB Cornwallis, plus Canadian Forces Stations in Barrington, Debert and Mill Cove. A Naval Radio Station was constructed in Newport Corner and a major training facility at Camp Aldershot.

In the years following World War II, the Canadian government realized it needed a better method for maintaining its current military assets and for governing the construction of new ones.

So, in the 1950s, responsibility for maintenance and construction of military infrastructure was reorganized via the Defence Production Act and a new Crown Corporation was born: Defence Construction Canada (DCC). DCC, officially established by letters of patent in 1951, acts as the "contracting authority" for the Department of Defence – its sole client. It provides procurement services and handles the entire tendering process. It also manages and oversees the construction process after the tender is awarded. Other services provided by DCC include project management, environmental services and operational support.

DCC started out with close to 1,000 employees and a huge mandate to cover. However, as the cold war dragged on and governments began to focus more on fiscal matters and less on military preparedness, the Crown Corporation saw its activities greatly curtailed. Ross Welsman, regional director for DCC in Atlantic Canada, says that by the 1980s, budget cutbacks due to efforts to rein in the federal deficit started to negatively impact the military's infrastructure. By the 1990s, DCC's staff had dropped to about 200 across the country.

Shearwater Upgrades 2009

"In the early 2000s, infrastructure was close to failure," Welsman says.

However, since then things have turned around considerably. Staff numbers are back up to around 750 and several major projects are underway in the area. Plans are underway to rebuild the Canadian forces depot on Dartmouth Road in Halifax, the old barracks building on McNabs Island is scheduled to be restored as a historic asset, new jetties are planned for Halifax Harbour and a new armoury is being looked at, to be located in either Bedford or Sackville.

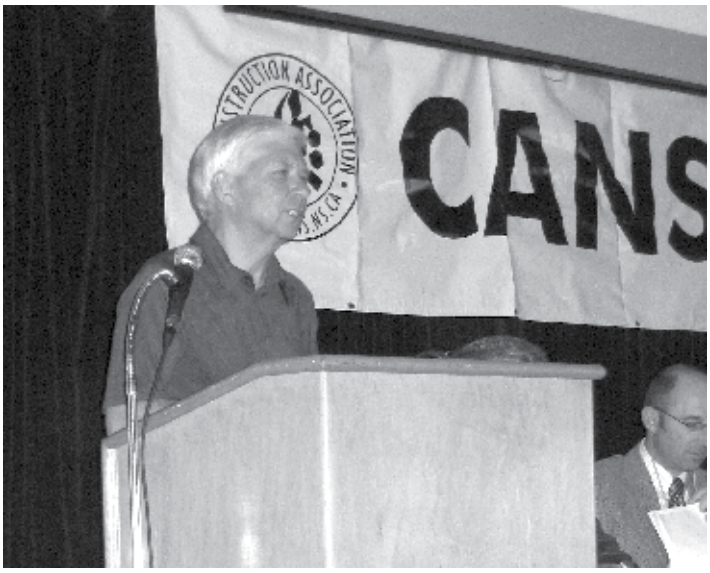
The work on McNabs is the first major restoration work on the island in many years. At one time it was a key piece in the Harbour's defence network and, in the days before Halifax was founded, was even considered by the French for a major fortification before they settled on Louisbourg. It was home to no less than five British forts and during World War II saw the installation of gun batteries, searchlights and a steel anti-submarine net to prevent German U-boats from entering the harbour. In 1944 and 1945 the Canadian Army used McNabs as an isolated prison/detention centre for soldiers convicted of crimes.

Another Harbour island, Georges, is also due for some attention. The island was part of the Halifax Defence Complex from the mid-18th century to the Second World War. For nearly 200 years Georges Island was the scene of constant military activity. Tales of executions, forts and hidden tunnels surround the folklore associated with the island. It had a prison amp, a look out point, an Acadian prison camp and a quarantine station. A five-year plan is now is place to restore the island's military heritage and create the infrastructure needed to reopen it to the public.

New investments are also planned for CFB Halifax housing, including new roofing for the PMQs (married quarters). Canadian Forces housing is located in Willow Park, in the West End of Halifax. Stadacona is also home to the Atlantic Block, a barracks for single junior non-commissioned officers and enlisted sailors. Base housing used to be provided at Shannon Park and Wallis Heights in North End Dartmouth, but was closed due to the cutbacks in the 1990s.

Housing is available at the 12 Wing Shearwater site, but this could be hard to come by once the new Skirosky Helicopter facility is in operation. Welsman says the $100 million project is the largest contract ever awarded by DCC. It will re-establish the Shearwater site as a major component of CFB Halifax after almost being discarded entirely through earlier cutbacks.

12 Wing Shearwater is one of the oldest military airfields in Canada, second only to CFB Borden. It was originally created as a sea base in August 1918, when the small promontory in Halifax harbour's Eastern Passage, known as Baker's Point, became U.S. Naval Air Station Halifax. It subsequently became an air station for the Canadian Air Force, the Royal Canadian Air Force (RCAF) and the Royal Canadian Navy (RCN). Shearwater has been a home for Canada's air squadrons for the past 80 years, providing continuous service longer than any other Canadian military air base.



ROSS NICHOLLS, DCC PRESIDENT,
CANS AGM 2008

Today Shearwater is home to the CH-124 Sea King helicopters used on MARLANT's warships based at CFB Halifax. It was realigned as part of CFB Halifax during the mid-1990s and 12 Wing is now an AIRCOM unit that reports to 1 Canadian Air Division.

Outside of the Halifax area, major new construction projects are planned for CFB Greenwood, including new hangers, an operations building and a new administration building. Upgrades are also planned for the various armouries across the province.

In total, Welsman estimates DCC will oversee $175 million in new tenders for the region in 2009/2010. That's compared to just $75 million back in 2003. Nationally, DCC will award approximately 1,500 contracts, with a quarter of those going to this region.

Constructing a Business Imperative

Construction Association of Nova Scotia
Quality Assurance Class of 1995

Paul Yeadon, Able Equipment
Cliff Dahms, Able Equipment
Erik Twohig, Gordon Shaw Concrete Products
Fred Baltzer, Gordon Shaw Concrete Products
George Cotaras, Fowler Bauld & Mitchell
Bob Darton, Robert McAlpine Limited
Rick Hynes, Lynk Electric
George Coupar, Elmsdale Landscaping
Tim Nobee, Sigma Construction
Ed Mansfield, Sigma Construction
Bob Gascoigne, NRC IRAP
David Oulton, Marid Industries
John Furneaux, Rideau Construction
Jim Brennan, Rideau Construction
Rick Thomas, Alumicor Limited
Mark McGillop, Alumicor Limited
Dan Arbing, Lafarge Construction Materials
Jeff Kerr, Lafarge Construction Materials
Joe Landry, Aaurora Contracting
Marcie MacQuarrie, Precision Concrete Services
Alex Campbell, Precision Concrete Services
Robert Graham, Defence Construction Limited
Antoinette Washington, Anderson Consulting
Carol MacCulloch, CANS

Absent from picture
Steve Reis, Fenco Shawnigan
Clayton Kearley, Skyline Industrial Painters
Peter Greer, Carpenters Union Local 83

Bowman Award Recipients

25 Years of Continuous Association

1999
AECON Atlantic Group
Aberdeen Paving Limited
Able Equipment Limited
Amber Contracting Limited
Apex Industries Inc.
Armitage Hardware Company Ltd.
Atlantic Purification Systems
Alfred J. Bell & Grant Limited
J.W. Bird & Company Limited
Blunden Construction Ltd.
Bremner's Plumbing and Heating
E.D. Brown & Assoc. Ltd.
CGC Inc.
Carey Brothers Masonry Ltd
Cherubini Metal Works Ltd.
Comstock Canada Ltd.
Crane Supply
D & L Engineering Sales Limited
EMCO Limited/Sumner Plumbing Supply /Westlund Industrial Supply
Eastern Fence Erectors Ltd
Eddy Group Ltd.
Flynn Canada Ltd.
Fosco Roofing Limited
Fraser & Hoyt Insurance
Germain Mechanical & Electrical Ltd.
Guildfords (2001) Inc.
Harbour Construction
Harris & Roome Supply Ltd.
Harris Rebar(Harris Steel)
Himmelman Contractors Ltd.
Honeywell Ltd
Hydro-Mechanical Sales Ltd.
Irving Equipment
ITT Flygt
Jack & Co. Ltd.
Jacques Whitford & Assoc.
Johnson Controls LP
Lafarge Canada Inc. (Const. Materials Group)
Lafarge Canada Inc.
Lynk Electric Ltd.
C.C. MacDonald Limited
Maritime Testing (1985)
Markland Associates Ltd.
Wm. McKay Heating and Plumbing Limited
Municipal Contracting Ltd.
Nova Tile & Marble Limited
Ocean Contractors Limited
Ocean Steel & Construction Ltd.
Otis Canada Inc.
Overhead Door of N.S. Ltd.
Parker Bros. Contracting Ltd.
Preston Phipps Inc.
E.H. Price Ltd.
Provincial Electric Ltd.
Roscoe Construction Ltd.
Sayers & Associates Limited
Scotia Tile & Terrazzo Ltd
The Shaw Group
South Shore Ready Mix Ltd.
Stanhope Simpson Insurance Ltd.
Bruce Sutherland Associates Ltd
ThyssenKrupp Elevator
Truefoam Limited
Ven-Rez Products Ltd.
Vipond Fire Protection
Wade Company Limited
WALTER Construction Corporation
Wesco Distribution Canada Inc.
Western Plumbing & Heating Limited

2000
Atlantic Roofers Ltd.
Sagadore Cranes & Equipment
V.J. Rice Concrete Ltd.

2001
Tartan Drywall Limited
Terra Nova Landscaping Inc.

2002
Arnoldin Formwork Ltd.
Fundy Tile & Concrete Ltd.
Island Distributors Ltd.
L & R Construction
J.W. Lindsay Enterprises Ltd.
Waterworks Construction Ltd.

2003
AFGD Glass Centre
Alvin Co. Ltd.
Arrow Construction Products
Best Buy Flooring Ltd.
Bradshaw Roofing Contractors Inc.
Central Tile & Terrazzo
Controls & Equipment Ltd.
Dominion Drywall and Acoustic 2000 Limited
Easco Electric Ltd.
Ray Hartlin Painting & Decorating Ltd.
J.C. Mechanical Contractors Ltd.
Tate Construction Ltd.
Will-Kare Paving & Contr.

2004
Aluma Systems Canada Inc.
Cureggio General Construction
Elmsdale Landscaping Ltd.
MacDonald Fencing
Stott Aluminum Corp. Ltd.
Sydney Landscaping & Nursery
F.A. Tucker 1999 Ltd.
VICWEST
Viking Fire Protection Inc.
Nedco Atlantic, Div. of WIEL

2005
Alumicor Limited
Black & McDonald Limited
Coastal Door & Frame Inc.
L.G. Trask Insurance Limited
M & M Engineering Ltd.
Olympia Tile International Inc.
Twin City Painting (1979) Limited

2006
Borcherdt Concrete Products Ltd.
J.A. Borden Enterprises
Don Brenton's Fire Protection
Diaden Masonry & Construction L.P.
MacIvor & Stewart Masonry

2007
Cole Harbour Mechanical Ltd.
Donalco Atlantic Inc.
Flow-Water Products Ltd.
Jessom Food Equipment Inc.
MacLeod & Grant Ltd.
Marid Industries Limited
Nova Wood Products Ltd.
RKO Steel Ltd.
Siemens Canada Limited
Economy Glass - Halifax

2008
G. Veinot Metal Fabrication Ltd.
VCI Controls Ltd.

2009
Association of Professional Engineers of Nova Scotia
Armtec Limited Partnership
Commercial Heating & Air Conditioning
Duron Atlantic Limited
Engineered Air
Fitz's Construction Ltd.
G & M Insulation & Siding
G.C. Baxter Plumbing & Heating
H.E. Armstrong Mechanical
Norm Smith Electric Ltd.
Road Savers Maritime Ltd.
Rodney Enterprises Ltd.
Siemens Building Technologies Ltd.
Superior Propane Inc.
W. Eric Whebby Limited

2010
Atlantic Industries Limited
Casey Concrete Ltd.
Conrad Brothers Limited
Digicon Building Control Solutions Limited
Ellis Don Corporation
K. Carlsen Mfg. Limited
Russel Metals Inc.
SABIC Polymershapes

2011
Basin Contracting Limited
Cape Breton Glass Ltd.
Fire Stop Enterprises Ltd.
Joneljim Concrete Construction
K & D Pratt
Kynock Resources Ltd.
Lingan Builders (1996) Limited
PMC Roofing Limited
ROCLAN Construction
Timberlake Construction
Twin City Insulation Contractors
Victaulic Co. of Canada

Bowman Award Recipients

25 Years of Continuous Association

2012
Atlantic Tractors and Equipment Ltd.
CBCL Limited
Centaur Products (Atl.) Inc.
Gardner Electric Ltd.
Ideal Electric Limited
M.A. Stewart & Son Ltd.
Maynard Reece Engineering
Topline Ventures
Troy Life & Fire Safety Ltd.
Vic Aucoin's Electric Ltd.
Wilcraft Concrete Services

CANS Past Chairmen and Presidents

2012 Brendan Nobes, RCS Construction Inc.
2011 John Volcko, PCL Constructors Canada Inc.
2010 Peter Macnab, VICWEST
2009 David Wood, Municipal Contracting Ltd.
2008 Tom Vincent, Atlantica Mechanical
2007 Royce Williston, Higgins Construction
2006 Clayton Bartlett, Roclan Industries
2005 Ernie Porter, J.W. Lindsay Enterprises
2004 Ken Seaward, Aluma Systems
2003 Tim Nobes, Sigma Construction
2002 Adrian Morrison, Black & McDonald Limited
2001 David Wilson, Wilcraft Concrete Services
2000 David Bancroft, Northstar Construction
1999 David Oulton, Marid Industries
1998 Gary Dean, Robert McAlpine Ltd.
1997 Cliff Dahms, Able Equipment
1996 Paula Webber, Scotia Roofing Contractors
1995 Haluk Alemdar, Seaport Contractors
1994 Erik Twohig, G.S. Concrete Products
1993 Rod Kerr, Waterworks Construction
1992 Edgar Goguen, Arrow Construction Products
1991 Larry Macdonald, Black & McDonald Limited
1990 Gerry Blom, Kidston Glass
1989 Harry Poole, Woodlawn Construction
1988 Jack Flemming, Ocean Contractors
1987 George Himmelman, Halifax Heating
1986 Jack Logan, Bird Construction Products
1985 Keith B. MacRae, Dineen Construction
1984 Clyde J. O'Malley, O'Malley Electric
1983 Leslie R. White, Fundy Construction
1982 G.A. Amirault, Croft Metal Products
1981 Robert M. Murray, Fraser Brace Maritime Ltd.
1980 C. Mark Cleary, Western Electrics
1979 Donald J. Gillis, Gills Fence
1978 Bruce K. Gordon, Cromarty Construction
1977 Douglas S. Waller, Waller Agencies
1976 Ronald F. Harris, Lundrigans
1975 Ian C. MacInnes, Ian MacInnes Enterprises
1974 Tunis Obdam, Western Plumbing
1973 W.L. Giffin, Fundy Construction
1972 S.E. Acker, L.E. Shaw
1971 V.C. Woodworth, V.C. Woodworth (1964) Ltd.
1970 David MacNab, David MacNab & Co.
1969 John R. Fiske, Stevens & Fiske Construction
1968 F.J. Creaser, Halifax Heating
1967 A.P. Mills, Guildfords
1966 Earl Bowman, Fundy Construction
1965 H.G. Rounsefell, Steen Mechanical
1964 R.C.T. Stewart, Cameron Contracting
1963 D.W. Salsman, Parker Brothers
1962 J.R. Matheson, Hillis & Sons Ltd.
1961 F.C. Hudson, Annapolis Valley Construction
1959 A.E. MacMillan, Fundy Construction
1958 C.P. Roper, Roper Agencies
1957 W.A. Chaddock, W.A. Chaddock & Co.
1956 C.C. MacDonald, C.C. MacDonald Ltd.
1955 W.J. Carter, Carter & Smith Ltd.
1954 A.G. Sullivan
1953 E.C. O'Leary, MacDonald Construction Co.
1949 E.L. Woolcombe
1948 D.F. MacIssac
1947 W.M. Gould
1946 B.A. O'Leary
1941-43 G.W. Miller, Kenny Construction
1938 Harry L. Roper, Brookfield Construction
1937 Frank Reardon
1936 A.F. Dyer
1934 J.H. Conn
1932-33 Hon. A.S. MacMillan, Fundy Construction
1929 G.E. Hagen
1929 E.J. Gillis, Gillis Co.
1928 J.E. Gould
1927 J.C. Harris
1921-26 W.G. Foley
1920 Henry Roper, Brookfield Construction
1889 S.M. Brookfield, Brookfield Construction
1862 John Brookfield, Brookfield Construction

Additional Past Presidents (Years Served Unavailable)
J.W. Brookfield, Brookfield Construction
F.J. Cummings
J.A. Currie
A.D. Faulkner
Jas. Farquhar
G.M. Hagen
M.E. Keefe
A.A. McDonald
J.A. MacInnes
S.A. Marshall

Canadian Construction Association Chairmen from Nova Scotia
1989 Jack Flemming, Ocean Contractors
1979 Ian MacInnes, Ian MacInnes Enterprises
1971 R.C.T. Stewart, Cameron Construction
1961 A.G. Sullivan

Mechanical Contractors Association of Canada Chairmen from Nova Scotia
2004/05 Tom Vincent, Sayers & Associates
1998/99 Lloyd MacLean, Wm. MacKay Plumbing & Heating
1995/96 Adrian Morrison, Black & McDonald Ltd.
1976/77 J. Powers, Power Brothers
1960/61 A.F.C. Marsh
1902/03 F. Powers, Power Brothers

'This publication commemorates the growth and development of the construction industry in Nova Scotia wrought through the lives of countless individuals in one hundred and forty-five years of continuing association and is dedicated to those who build for the future with capacity, skill and integrity.'

Restated from the Dedication Plaque unveiled at the Construction Centre by Mark Stein, President, Canadian Construction Association, October 1969.

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- *Construction Labour Relations*

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- *Select Honourary Life Member profiles*
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- *The Dumaresqs*
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- *Tilt-Up*
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