Murray Wedhorn Celebrates 50 Years in the Mechanical Insulation Industry

Murray Wedhorn célèbre cinquante ans dans le secteur de l’isolation mécanique
WIN YOUR NEXT BID WITH SAFETYJACS®

SAFETY • PRODUCTIVITY • PROTECTION NO EXTRA COST

Use SafetyJacs® for your next project tender. With SafetyJacs®, you can submit a much more competitive bid with the promise of increased productivity, added safety, and better seal at the lap for superior protection against corrosion under insulation (CUI). SafetyJacs® is the better choice for ultimate protection of your mechanical insulation systems.

We’ve crunched some numbers. Learn about another client’s success just by making the switch! Scan the QR code or go to idealproducts.ca to learn more.

Safer. Smarter. Faster.

CANADA 1.800.299.0819 | USA 1.888.877.7685 | IDEALPRODUCTS.CA |
16 Cheers to 50 Years
Cinquante ans, ça se célèbre !

26 Supporting Our Communities During the Pandemic
Solidarité dans la communauté pendant la crise sanitaire

28 The Insulator's Field Guide
Guide pratique du calorifugeur

30 Contractor Profiles
Profils d'entrepreneurs

Extras / Les extras

4 President's Message / Le mot du président
10 Insulation Insights / Tout savoir sur l'isolation
34 TIAC Distributors / Distributeurs de l’ACIT
38 Contractors 101 / Entrepreneurs 101
42 Strategic Planning / Planification Stratégique
44 It's the Law / C’est la loi
47 Advertiser Index / Index des annonceurs
Recovery Mode

When we talk about recovery in any form, it is never about going from unwell to healthy in one fell swoop. Whether rebuilding a car engine or rehabbing a knee injury, recovery is a process. There is a breaking-in period where therapies, advice, and effort, more therapy, more advice, and sometimes monumentous effort come together in a painstaking but progressive journey toward recovery, punctuated by tiny victories and glimmers of hope on the horizon. We may be right there in that period in the insulation industry. Perhaps the current state of the industry is seasonal, because we are coming into winter, but more than likely we are in recovery mode, and that means we have to adjust our expectations. Individuals who were laid off, businesses that slowed, distributors and manufacturers who changed the way they did business will be in a lull right now, breaking in so to speak, and rehabbing their operations before they get back to the old way or, more likely, the new normal.

As a group, contractors lost a great deal of support staff and field workers over the past several months. Rest assured they are not—they can not—bring them back all at once. Instead, as an industry, we must proceed with cautious optimism and eyes on all fronts. We have owners that have mixed willingness to get budgets approved for next year. Over the past six months, distributors have dialed down their inventory. During the same time, manufacturers have reduced their production. It will take time for those matters to be reinstated, and we have to be patient. We are not sure how strong the return to business will be, but we know we have to fight through it—maybe even more now as the industry is establishing new rules of engagement or expectation. As an example, just try to order something—anything—online right now, and that thing, which used to cost $20 and take two weeks because it was locally sourced now costs $150 and you don’t know when it is coming. If this is happening in general product consumption, it will be happening in insulation.

What can we do? We have to watch the oil level in that rebuilt engine and massage that knee more than usual while we are on the road to recovery. We just don’t know exactly how to navigate it beyond the day-to-day right now, but one thing is certain: we have to work together as an industry. TIAC means more now than it ever has because it is a platform from which we can deliver information and exercise the ability to network and explore the strengths and weaknesses of the supply chain from cradle to grave.
Providing Moisture Control Solutions for over 60 Years

Long known for its weatherproof cladding and vapor barriers, Polyguard’s Mechanical Division now offers superior insulation systems (including corrosion protection for CUI) targeting below ambient and chilled water applications.

- Alumaguard
- RG-2400
- Styrofoam® XPS
- PolyPhen
- Insulrap®/ZeroPerm

- Weatherproof Jacketing • CUI protection
- Vapor Barriers • Insulation

214-515-5000 Mechanical Division

For a complete list of products, visit www.Polyguard.com/mechanical
How we react now, in times of crisis, truly shows our character. There will always be the Henny Pennies and the eternal optimists, but the bottom line is, if you have been holding the line for the past several months or incrementally growing, that is a huge win. If you were up to 40 staff, went down to 10, and are back up to 27 that is an incredible success. Perhaps you didn’t have the correct numbers to begin with and were not running as efficiently as you could have been. Every company is leaning out, and that is a good thing, one of the few that has come out of the pandemic. It is unfortunate for some, of course, but a lean company is building the fundamentals for growth. If you rehab correctly, patiently, the strong companies will have the cash flow and human resources to innovate and use technology or leverage more senior leadership in their operations to make it through whatever comes next.

It is time to acknowledge the mechanical insulation industry’s most successful pivots. The term is overused, I know, but it is a relevant concept we all need to learn and appreciate. Obviously, our industry doesn’t benefit from adaptations like Skip the Dishes or curbside delivery like some companies do, but everyone pivoted when they leaned out and the remaining staff and management had to take on new roles. You may no longer have a marketing division or a labour relations department or you may no longer have estimators who hand off to project managers because that is now the same person. That is a return to the basics, and that is a pivot. We can’t sell ourselves short. The companies who are surviving, or dare I say thriving, are those who adapted, and that is key.

Maybe businesses became more efficient in their logistics or processes. In the contracting world, things got so convoluted, it was like a lawyers’ firm with billable hours—you don’t want to simplify because doing so eats away at the bottom line. It was the same in construction projects when contracts, designs, and drawings became so convoluted that anyone connected with that project was more or less confused. Leanout means that whole process became clear and more efficient and under those circumstances, everyone knows they need to pull their weight.

That is the importance of recognizing and understanding the phase we are in as an industry and association. I want our members to know they can lean on their association to help guide them through. We don’t want to see any members fail. We can help contractors develop the best way forward, and together we can only make the industry and association that much stronger.

Il est temps de reconnaître les virages les plus réussis de l’industrie de l’isolation mécanique. Ce terme de virage est surutilisé, je le sais, mais c’est un concept pertinent que nous avons tous besoin de retenir et d’apprécier. De toute évidence, à la différence de certaines entreprises, notre secteur ne profite pas d’adaptations telles que le service Skip the Dishes ou la livraison à l’auto, mais tout le monde a effectué un virage au moment où les opérations ont été optimisées, et les employés et cadres restants ont dû assumer de nouveaux rôles. Vous n’avez peut-être plus de division du marketing ou de service des relations de travail, ou bien vous n’avez plus d’estimateur chargé de transférer les devis au gestionnaire de projet parce que la même personne assume les deux rôles. C’est ce retour à l’essentiel qui constitue le virage. Et il ne faut pas se sous-estimer. Les compagnies qui survivent ou, oserais-je dire, prospèrent sont celles qui se sont adaptées et cela, c’est crucial.

Des entreprises ont peut-être accru l’efficacité de leur logistique ou de leurs procédés. Chez les entrepreneurs, les choses s’étaient compliquées au point de faire penser aux cabinets d’avocats avec leurs heures facturables — on ne veut pas trop simplifier parce que cela sape le bénéfice net. C’est ce qu’il s’est produit avec les chantiers de construction, lorsque les contrats, les concepts et les dessins sont devenus si alambiqués que toute personne associée à un projet s’y perdait plus ou moins. L’optimisation forcée des opérations a rendu tout le processus plus clair et plus efficace, et chacun sait qu’il doit faire sa part.

Il est important de reconnaître et de comprendre la phase dans laquelle se trouvent présentement notre industrie et notre association. Je veux que nos membres sachent qu’ils peuvent compter sur l’aide de leur association pour traverser cette période. Nous ne voulons voir aucun membre échouer. Nous pouvons aider les entrepreneurs à concevoir la meilleure manière de progresser et, ensemble, nous ne pouvons que consolider notre industrie et notre association.
The No-Dust Alternative to Aerogel Blanket

NOW AVAILABLE

Your CUI Solution

VARIOUS THICKNESSES AVAILABLE, UP TO 60 INCH WIDTH

HYDROPHOBIC UP TO 600F CONTINUOUS

SUITABLE UP TO 1200F (600F to 1200F WITH PROPER VENTILATION)

Proud Members of

TIAC • ACIT

Thermal Insulation Association of Canada  Association Canadienne de l'Isolation Thermique

WWW.LEWCOSUPERMAT.COM  WWW.LEWCOSPECIALTYPRODUCTS.COM

PHONE 225.924.3221 • (800)221.6414 • FAX 225.927.2918

BATON ROUGE, LA
TIAC’s mission is to represent and promote the membership as the national voice of the thermal insulation industry in Canada. The TIAC membership works to advance the thermal insulation industry through the development of national industry standards, information, and education.

**Our Objectives**

1. To continue to promote and advance the TIAC Best Practices Guide to the industry.

2. To further the interests of the members of the Corporation.

3. To educate members of the Corporation, permitting the highest possible development of professional skills with respect to insulation in all aspects and through this professional development to continue to merit the confidence of architects, engineers, owners, and/or their agents.

4. To obtain, disseminate, and exchange full and accurate information among the members regarding all matters pertinent to the advancement of the insulation industry and the improvement of conditions within the industry.

5. To promote the conservation of energy through the effective use of insulation.

6. To co-ordinate industry endeavours and represent the membership as the national voice of the insulation industry.


**Nos buts**


2. Assurer la progression et favoriser les intérêts des membres.

3. Éduquer les membres, en permettant le plus haut degré de développement des compétences professionnelles en ce qui a trait à l’isolation sous toutes ses formes, et par l’entremise de ce développement professionnel afin de continuer à s’attirer la confiance des architectes, des ingénieurs, des propriétaires et de leurs agents.


5. Promouvoir la conservation de l’énergie par le biais d’un usage efficace de l’isolation.

6. Coordonner les projets ou activités de l’industrie et représenter les membres sur un front uni, c’est-à-dire la voix nationale de l’industrie de l’isolation.
2019 – 2020
President – Shaun Ekert
1st Vice-President – Joey Fabing
2nd Vice-President – Robert Bertram
Treasurer – Chris Ishkanian
Past-President – Vacant
Secretary – David Reburn
Chairman Manufacturers – Robert Bertram
Alternate Manufacturers – Randy St. Jacques
Chairman Distributors – Vacant
Alternate Distributors – Louis Basque
Chairman Contractors – Mark Trevors
Alternate Contractors – Robert Gray
Director of British Columbia – Brad Haysom
Director of Alberta – Mark Trevors
Director of Saskatchewan – Shaun Ekert
Director of Manitoba – Robert Gray
Director of Ontario – Joey Fabing
Director of Quebec – Mathieu Hamel
Director of the Atlantic Region – Malcolm Robertson
Director at Large – Walter Keating

Advisors to the Board of Directors
Rémi Demers
Norm Depatie

Committees
TIAC Times – Robert Bertram
Marketing – Robert Bertram
Conference Chair – Wheeler Boys
Insulation Awareness Committee Chair – Robert Bertram
Conference 2021 Chair – Walter Keating
TIAC Innovators Chair – Wayne Siffledeen

Provincial Association Representatives
Association d’Isolation du Québec – Lyne Laperriere
B.C. Insulation Contractors Association – Brian Hofler
Master Insulators Association of Ontario – Charlie Stuckey
Manitoba Insulation Contractors Association – Jon Reimann
Saskatchewan Insulation Contractors Association – Shaun Ekert
Thermal Insulation Association of Alberta – Jenny Kerr

If you would like more information about the association or would like to review a complete list of members, please visit www.tiac.ca.
It’s All About Carbon

In 1973, we saw the beginning of the Arab Oil Embargo when the price of oil increased by as much as 300%. In 1979, we witnessed the Oil Crisis. The demand for oil never abated. It was a time of V8 engines in cars and single-glazed windows. People began to sit up and pay attention to energy use, and so began the idea of seriously conserving energy. ASHRAE 90 (as it was known then) was first published in 1975.

Let’s take a look back to June 2008, when the cost of West Texas Intermediate (WTI) oil reached a high of US $164.92 per barrel. The bright lights, the “experts” who knew things no one else knew, said the cost of WTI would hit US $200 per barrel. As I write this article, the cost of a barrel of WTI is US $41.15.

Natural gas took a similar plunge from US $19.25 per MMBtu in September 2005 to where it is today at US $2.04 per MMBtu.

When energy costs were high, the powers-that-be put in motion the very real need to save energy, and the best way to do that was to address energy use in industry, the built environment, and transportation. According to the Energy Fact Book, 2018-2019, [published by Natural Resources Canada (NRCan)], energy use in Canada consists of:

- Industrial 28%
- Transportation 21%
- Residential 12%
- Commercial 8%
- Agricultural 2%

The remaining 29% consists of conversion factors, feedstock, producer consumption, and pipelines. The report goes on to state: “… energy use includes the energy to run vehicles; the energy used to heat and cool buildings; and the energy required to run machinery.”

From the perspective of the built environment, the rising energy costs in the 2000s encouraged entities such as ASHRAE and NRCan to establish a code of applicable requirements that would serve to appreciably reduce energy consumption. NRCan established the Model National Energy Code for Buildings (MNECB) and published that in 1997. MNECB was based on ASHRAE 90.1 and modified for Canadian use and conditions. It was in MNECB 1997 that attention was drawn to the importance of pipe and duct insulation and the establishment of minimum thicknesses for various applications.

ASHRAE updates Standard 90.1 every three years, whereas the MNECB (now NECB) is updated every five years. In both cases, interim updates are published and incorporated as the need arises. Keep in mind that the driving force was to save energy and to continue to do so as the number of buildings increased. To underscore the continued push for energy savings, the 2011 edition of NECB included requirements that were designed to improve building energy performance by an average of 25%.

Tout tourne autour du carbone

En 1973, l’embargo pétrolier des pays arabes commençait, embargo qui a fait augmenter le prix du pétrole par un facteur allant jusqu’à 300 %. En 1979, la crise pétrolière éclatait. Et la demande de pétrole n’a jamais diminué. C’était l’époque des automobiles à moteur à huit cylindres et des fenêtres à vitrage simple. Les gens ont fini par se préoccuper de la consommation énergétique et l’idée de vraiment économiser l’énergie est née. La norme ASHRAE 90 (ainsi qu’on l’appelait alors) a été publiée pour la première fois en 1975.

Remontons maintenant au mois de juin 2008, alors que le prix du pétrole WTI (West Texas Intermediate) se situait à 164,92 $ US le baril. Les sommités et les experts qui savaient des choses que personne d’autre ne savait affirmaient que le coût du pétrole atteindrait 200 $ US le baril. Au moment où j’écris le présent article, le prix d’un baril de pétrole WTI est de 41,15 $ US.

Le prix du gaz naturel a subi une chute similaire, passant de 19,25 $ US le MMBTU en septembre 2005 à son prix actuel de 2,04 $ US le MMBTU.

Lorsque les coûts énergétiques étaient élevés, les autorités responsables ont intervenues pour qu’on économise l’énergie et la meilleure façon de le faire a été de s’attaquer à la consommation énergétique dans le secteur industriel, l’environnement bâti et les transports. D’après le Cahier d’information sur l’énergie, 2018-2019, [publié par Ressources naturelles Canada (RNCan)], la consommation d’énergie au Canada est la suivante selon le secteur :

- industriel 28 %
- transport 21 %
- résidentiel 12 %
- commercial et institutionnel 8 %
- agriculture 2 %

Les 29 % restants sont répartis entre les facteurs de conversion, la charge d’alimentation, la consommation non couverte par le producteur et les pipelines. Dans le rapport, on ajoute que « la consommation d’énergie […] comprend l’énergie requise.»
Serving Industrial, Commercial, Marine & OEM
From first contact to project completion, you’ll benefit from our extensive product offering, superior service and value

Mechanical And Building Insulation Systems
Pipe, Duct, Tank & Equipment Insulation
Industry Leading CUI Mitigation Systems
Building Thermal, Acoustic and Fire Protection Products
Patented SafeLite®, ULC Certified Ceiling Fixture Covers

Serving Industrial, Commercial, Marine & OEM
From first contact to project completion, you’ll benefit from our extensive product offering, superior service and value

Burnaby
3220 Lake City Way
604-430-3044

Calgary
6703 30th Street, SE
403-720-6255

Edmonton
12416 184 Street, Bldg C
780-452-4966

Call SPI For All Your Insulation Needs!
Learn more at www.spi-co.com
Mechanical insulation reduces energy consumption and CO₂ emissions—it’s a simple message.

L’isolation mécanique réduit la consommation d’énergie et les émissions de CO₂ — le message est simple.

...
Micro-Lok® HP & Micro-Lok® HP
Ultra Pipe Insulation

The Micro-Lok HP products are manufactured using the latest technology and an in-line manufacturing process, resulting in a uniform fiberglass core that delivers consistent high-quality performance during fabrication, installation, and operation.

- Variety of jacketing options to meet the unique system requirements
- Applicable in both above and below ambient (with jacketing) applications
- The Micro-Lok HP Ultra poly top jacket is designed to handle intermittent moisture exposure during construction
Canada se situe au dixième rang, juste après la Corée et l’Iran. Nous avons besoin de descendre dans cette liste, mais nous continuons plutôt à accroître nos émissions de carbone.

Nous avons amorcé un virage grâce aux critères de conception des bâtiments et à la participation gouvernementale. Combien de fois entendons-nous parler de la maison passive, des bâtiments à carbone zéro, des normes Energy Star et LEED et de la construction en bois de charpente, entre bien d’autres choses ?

La géothermie, les parcs éoliens et les panneaux solaires sont des sources d’énergie que nous connaissons. L’hydrogène et les petits réacteurs modulaires nucléaires ont du potentiel. Les techniques de captage, d’utilisation et de stockage du carbone sont prometteuses. Cependant, si nous étions capables de réduire l’utilisation d’énergie fossile au point de consommation par une conception écoénergétique des installations des bâtiments neufs ou modernisés, cela permettrait alors de réduire les émissions de CO₂.

Les architectes et les ingénieurs en mécanique travaillent avec des critères de réduction de l’énergie ou du carbone déjà établis ou nouvellement adoptés, ainsi qu’en témoignent la conception des bâtiments et, en particulier, la conception et la mise en place d’équipement CVCA à haut rendement. C’est dans ce contexte que l’isolation mécanique devient importante pour l’efficacité globale des bâtiments.

L’efficacité énergétique de l’enveloppe d’un bâtiment est extrêmement importante. Grâce à une utilisation accrue de fenêtres à triple vitrage renfermant un gaz inerte, ainsi que d’un isolant à valeur R élevé, les améliorations de l’efficacité énergétique sont mesurables. Comme pour la plupart des initiatives en matière d’efficacité énergétique, on finit par atteindre un niveau de rendement décroissante. Une isolation mécanique correctement prescrite et installée permet de maintenir des températures de calcul optimales pour le refroidissement et le chauffage des bâtiments et l’alimentation en eau chaude.

Les bâtiments revêtus littéralement d’acres de verre mettent les systèmes CVCA à rude épreuve. Ce qu’il faut faire comprendre aux experts-conseils, aux propriétaires d’édifice et aux gestionnaires, c’est qu’ils doivent considérer la contribution de l’isolation mécanique pour la réduction de leur empreinte carbone.

L’isolation mécanique réduit la consommation d’énergie et les émissions de CO₂ — le message est simple. •
EXTREMELY EASY. 
EXTREMELY FAST.

SSL II® WITH ASJ MAX FIBERGLAS® PIPE INSULATION.
TAILORED TO FIT. TAILORED TO PERFORM.™

Today’s extreme business climate means less time to do more. Your projects don’t wait, and you can’t afford to either. SSL II® with ASJ Max FIBERGLAS® Pipe Insulation is designed to seal, protect and insulate—faster and easier than ever before. Our SSL II® closure system provides a superior seal. ASJ Max protects against water and mold growth.¹ The insulation is tailored to fit and tailored to perform for any application with FlexCore Technology for copper pipes and RigidCore Technology for iron pipes. For extreme timelines, use pipe insulation that is extremely fast and easy to install.

To learn more, visit OwensCorning.com/fiberglas-pipe

¹ ASJ Max Jacket does not support mold growth when tested in accordance with ASTM C1338.
Dedication to a profession or industry looks like a lot of things—showing up everyday prepared to work hard, having a positive attitude, progressing through the ranks, volunteering here and there—but for Murray Wedhorn it looks like so much more. As he celebrates his 70th birthday and 10th year at Crossroads C&I in Calgary, he is also reflecting on 50 years in the mechanical insulation industry.

This is no small feat. Over the past five decades, Murray has worked for just two companies—Crossroads C&I and Steels—and he has volunteered in just about every position the Thermal Insulation Association of Alberta (TIAA) and TIAC have available. Although you can’t throw a baseball in Western Canada without hitting someone who admires Murray’s volunteerism and general big heartedness, he feels his greatest accomplishment is without a doubt the relationships he has built.

“I can’t stress strongly enough that it is the people in this industry that I love the most,” Murray says, reflecting on his career. “The people have kept me going. At 70 years old, I have had a good career. I could leave now and do nothing, but what would I do to combat boredom? I would see my friends in the industry, buy them coffee, and have lunch with them. That is why I stay: I love the people.”

Murray started at Winnipeg Supply and Fuel (which later became Steels) on June 8, 1970, as a 19-year-old boy from Saskatchewan just learning about insulation. He worked there for three months short of 40 years, and started at Crossroads C&I on March 16, 2010, where he has been ever since.

Cheers to 50 Years

Murray Wedhorn celebrates his 70th birthday and 50 years in the mechanical insulation industry and his co-workers are glad to pay tribute

Le travail dévoué dans une profession ou un secteur donné, quel qu’il soit, suppose qu’on soit prêt à travailler dur, qu’on reste positif, qu’on monte dans la hiérarchie, qu’on se porte à l’occasion volontaire bénévole — mais, pour Murray Wedhorn, c’est tellement plus que cela ! Il célèbre son soixante-dizième anniversaire de naissance et un dizième anniversaire chez Crossroads C&I à Calgary. C’est donc le moment idéal pour lui de revenir sur ses cinquante ans de travail dans le domaine du calorifugeage.

Et ce n’est pas rien, cinquante ans dans le secteur ! Au cours des cinq dernières décennies, Murray a travaillé pour deux entreprises seulement — Crossroads C&I et Steels — et il a été titulaire d’à peu près tous les postes de bénévoles au sein de la Thermal Insulation Association of Alberta (TIAA) et de l’ACIT. Dans l’Ouest, Murray est bien connu de tous pour son travail de bénévolat et sa grande générosité ; Murray, quant à lui, estime que sa plus grande réussite, ce sont les liens qu’il a su nouer au fil des ans.

« Je n’insisterai jamais assez pour dire que ce que j’aime le plus dans notre secteur, ce sont les personnes qui en font partie, fait remarquer M. Wedhorn. Ce sont les personnes de mon entourage qui m’ont motivé. À 70 ans, je peux dire que j’ai eu une belle carrière. Je pourrais très bien m’arrêter maintenant et ne plus rien faire. Mais, alors, que faire pour combattre l’ennui ? Rencontrer des amis de l’industrie, leur payer un petit café, aller manger avec eux… Voilà pourquoi je reste : j’aime les gens avec qui je travaille. »

Murray a débuté dans l’entreprise Winnipeg Supply and Fuel
He has always lived in Calgary and he has always been involved with AICA (TIAA). He has missed maybe two meetings and has held every board position more than once. He also served on the TIAC board for five years, a tenure for which he feels fortunate.

“I am proud to be in an industry that has created real change,” Murray says, describing a recent project in South America that benefitted immensely from mechanical insulation.

“We did a gas plant that was flaring into the rain forest 97% of what it was processing,” Murray says. “In nine months, that company had surpassed its estimated payback period and was flaring less than 17%. In our industry, the difference we can make is amazing.”

As the industry grows, it evolves. Murray remembers back in the day when the main insulation product on the market was Peace River Glass, and it had horsehair in it. Obviously, the quality has improved and because of that the industry remains interesting and diverse.

“Ten years into my career, people said, ‘Wow, that is a long time,’” Murray says. “But, I’m not selling shoes and asking, ‘Do you want black or brown?’ There is a lot of variety. After all these years, I like that when problems arise, I have known how to resolve them because I have worked through something like that before. I love being a problem solver.”

Friend, previous co-worker, and owner of Tempro Tec Inc., Ken Warnick says it is this experience that has made Murray a “very astute driver of proper protocol.”

Ken knew Murray prior to 1967, even before he entered the insulation industry when Murray was a grouting expert. “We travelled down the Alberta highways working on compressor stations, and I always enjoyed his company,” Ken says. “Those who know Murray realize he is unique on his straightforward drive. In Murray’s world, games are left for the sports players.”

Ken and Murray also worked together at Steel and have served together on TIAA and TIAC in various capacities. “The insulation world has been a major part of his life, next to his stock car racing involvement,” Ken says. “TIAA and TIAC would not be the same without Murray’s voice.”

“I personally have the utmost respect for him, and he deserves to be recognized as a leader in the insulation industry. Way to go, Murray.”

Professionally, Murray is pleased with his accomplishments with TIAA. When he started with TIAA it was as Social Director, which meant he was tasked with calling around to see who would be attending meetings and making the subsequent liquor store run.

“The meetings were Thursdays at the Tradewinds, and typically, when you got up Friday you couldn’t catch up with
Cheers to 50 Years / Cinquante ans, ça se célèbre!

Congratulations Murray Wedhorn on 50 years in the Mechanical Insulation Industry.

Joking aside, he has served on the TIAA board for all but four years of his membership, and mostly as president or vice-president. “I always encouraged people by telling them, 'If you aren’t happy with something in the industry, then come to a meeting and change it.'”

Mark Trevors, fellow TIAA and TIAC member, remembers these days well. “I met Murray back in the late 1980s,” he says. “Jan Halladay introduced to me to Murray and told me if I wanted to know anything about TIAA to just ask Murray.”

From there, the trio developed a great friendship and were also known has the three amigos.

“We always golfed together in the TIAA golf tournament in Red Deer, even after Jan retired,” Mark says. “I consider Murray a true friend. Murray, Deb, Betty, and I always find time to have fun, especially at TIAC events.

“We always have a good time. You will not find a nicer person in the insulation industry that is more knowledgeable and trustworthy than Murray.”

The secret to five decades in the industry is, of course, a genuine love for the work and the people who do it. “When I leave I will miss seeing so many of my friends and the associations, both TIAA and TIAC, for the meetings and conferences,” Murray says. “I have also had so many happy days because of the people in our industry. Even when I bump into a competitor, we usually end up having coffee.”

Co-worker Derek Haun still remembers his first real, direct experience with Murray. “He was with Steel’s at the time, and it was over an issue regarding some TIAA t-shirts,” Derek says. “What became immediately apparent to me on the call was both Murray’s passion for and measure of integrity within et l’ACIT ne seraient pas ce qu’elles sont devenues sans la contribution de Murray. »

« Je respecte Murray au plus haut point et il mérite d’être reconnu publiquement comme un chef de file du monde de l’isolation thermique. Bravo, Murray ! »

Sur le plan professionnel, Murray est satisfait de son travail auprès de la TIAA. Quand il a commencé à la TIAA, c’était à titre de directeur des activités sociales ; c’était à lui qu’il revenait de faire les appels téléphoniques pour vérifier qui serait présent à telle ou telle réunion, et ensuite d’aller acheter l’alcool nécessaire !

« Les réunions avaient lieu le jeudi à Tradewinds, et habituellement, le vendredi matin, il était difficile de rejoindre quiconque avait assisté à la réunion la veille », dit-il en riant.

Blague à part, il a siégé au conseil de la TIAA pendant toutes les années où il a été membre, sauf quatre, et le plus souvent à titre de président ou de vice-président. « J’ai toujours encouragé les gens en leur disant d’assister aux réunions et de proposer des changements quand ils ne sont pas contents de quelque chose. »

Mark Trevors, lui aussi membre de la TIAA et de l’ACIT, se rappelle bien l’ancien temps. « J’ai rencontré Murray à la fin des années 1980, dit-il. C’est Jan Halladay qui m’a présenté à Murray en me précisant que si je voulais en apprendre sur la TIAA, c’est à Murray qu’il fallait que je m’adresse. »

C’est à ce moment-là que le trio s’est lié d’amitié pour finir par se faire désigner sous le titre des trois amis.

« Nous avons toujours joué au golf ensemble au tournoi de la TIAA à Red Deer, même après que Jan a pris sa retraite, affirme Mark. Je considère Murray comme un véritable ami. Murray, Deb, Betty et moi, nous trouvons toujours du temps pour nous amuser, surtout à des événements de l’ACIT. »
Insulations like Trymer® PIR (polyisocyanurate) can be a critical component to minimizing heat gain in LNG cryogenic applications. It can help ensure safe and efficient operations in applications operating at temperatures ranging from -297°F to 300°F (-183°C to 148°C).

Reasons to choose Trymer PIR:
• An economical choice both in terms of material and installation costs
• Lightweight, easy to fabricate and install
• Superior thermal performance using fewer layers and a lower total thickness
• Strength and durability to withstand harsh environments
our industry. By the end of the initial call we were both able to laugh about the situation, and have often joked about it since.”

In working alongside Murray over the last six years, Derek says Murray consistently displays his care of the industry as a whole through his passion and commitment to both TIAA and TIAC.

“Equally important are his close connections with the many friends he has made over the years,” Derek says. “His first priority has always been to these relationships, and it shows through in the success he’s had over the last 50 years.

“Many thanks for your guidance and friendship over the years Murray—Cheers!”

« Nous passons toujours du bon temps ensemble. Il n’y a personne dans le monde de l’isolation qui soit plus aimable, plus connaissant et plus fiable que Murray. »

Pour réussir pendant cinquante ans, le secret, c’est bien sûr l’amour du travail dans le secteur et des personnes qui y travaillent. « Quand je partirai, ce sont de nombreux amis et nos associations, la TIAA et l’ACIT, qui vont me manquer, avec les réunions et les conférences, ajoute-t-il. J’ai connu tellement de jours heureux grâce aux travailleurs de notre industrie. Même avec un concurrent, je vais prendre un café. »

Derek Haun, un collègue, se rappelle à ce jour son tout premier contact avec Murray. « Il travaillait toujours pour Steel à l’époque. Il était alors question d’un problème avec des t-shirts de la TIAA, précise Derek. D’emblée, ce qui m’a sauté aux yeux, c’est la passion de Murray et son degré d’intégrité. À la fin de cette première conversation, nous pouvions rire de la situation et avons fait bien des blagues à ce sujet depuis. »

Depuis six ans qu’il côtoie Murray au travail, Derek affirme que son grand souci en faveur de l’industrie se manifeste par sa passion et son dévouement pour la TIAA et l’ACIT.

« Et ce qui est tout aussi important pour lui, ce sont les liens étroits qu’il a tissés avec de nombreux amis au fil des ans, ajoute Derek. Sa grande priorité a toujours été ces relations, et cela se traduit par le succès qu’il a remporté au cours des cinquante dernières années. »

« Grand merci pour tes conseils et ton amitié au fil des ans, Murray — Bravo ! »

Erhardt Tutto est président de Thomas Associated Management Inc.; il a le plaisir de connaître Murray et de travailler avec lui dans le secteur depuis plus de 40 ans. « Je me souviens du temps où il était vendeur pour Steel Brothers à Calgary (1977) et il était venu nous rendre visite à Fuller Austin of Canada dans notre bureau de la rue 11A, raconte Erhardt. Murray avait les cheveux beaucoup plus foncés à l’époque et son tour de taille était probablement plus petit qu’aujourd’hui. Que voulez-vous, l’âge nous rattrape tous ! »

« À l’époque, nous aimions aller au Blackfoot Inn pour prendre le lunch ou...
Thank you for 40 years of partnership.

Since 1980, Proto Corporation has been working hard to earn the trust of our customers, manufacture the highest quality products and deliver the industry's best service. Thank you for your continued support.
Erhardt Tutto is president of Thomas Associated Management Inc., and says he has has the pleasure of knowing and working in the industry with Murray for over 40 years. “I can still remember when he was the salesman for Steel Brothers in Calgary (1977) and came to visit us at Fuller Austin of Canada and our 11A Street office,” Erhardt says. “Murray had much darker hair at that time and his waist size was probably a lot smaller than it is now, but old age catches up to everyone.

“Back then we loved to go to the Blackfoot Inn for lunch or a cocktail or two after work. He’s very proud to be able to tell you that he has been in the insulation business for 50 years, and I believe that for the most part he has enjoyed it all.

“In those 50 years Murray has volunteered on countless TIAA boards (I’m sure he has a garage full of plaques) and has been a major force in leading the association.

“Away from work Murray loves Las Vegas, and the Stratosphere Hotel in Las Vegas loves Murray,” Erhardt says. “I have had the pleasure of meeting up with Murray and his wife Deb in Las Vegas and watching them compete in slot machine tournaments. I’m sure the current travel restrictions on the déplacements, il doit être en manque de machines à sous ! »

Erhardt points out that Murray is also an avid fan of Nascar racing and that he has spent time with some of the most famous drivers on the circuit. “One of his regular yearly trips to Vegas always includes a trip to the Las Vegas Motor Speedway for the race,” Erhardt says.

Besides his association volunteering endeavours, Murray and his wife also volunteer regularly at the Calgary Stampede with wheelchair access for those in need. “Murray does have a heart of gold,” Erhardt says. “Anytime our company held an event for charity, Murray would be one of the first to buy tickets or offer a prize.

“Our industry has been very lucky to have Murray donate so much of his time and knowledge. I know he loves the industry, and I know he loves working, so maybe we will do this again after he’s completed 75 years.”

Murray’s words of advice for professional and personal success are simple: Be honest, welcome the new people, and un cocktail ou deux après le travail. Il est très fier de pouvoir dire qu’il est dans le calorifugeage depuis cinquante ans, et je crois bien qu’il a bien profité de ces années, du moins en grande partie en tout cas. »

« Pendant ces cinquante ans, Murray a siégé bénévolement à un grand nombre de conseils d’administration de la TIAA. D’ailleurs, j’ai l’impression qu’il doit avoir un garage plein de plaques souvenirs pour le lui rappeler ; il a été une vraie dynamo à la barre de l’association. »

« Quand il ne travaille pas, Murray rafole de Las Vegas, et le Stratosphere Hotel de Las Vegas rafole de Murray, fait remarquer Erhardt. J’ai eu le plaisir de rencontrer Murray et son épouse Deb à Las Vegas et de les voir s’affronter dans des tournois à la machine à sous. Avec les actuelles restrictions sur les déplacements, il doit être en manque de machines à sous ! »

En plus du bénévolat auprès des associations professionnelles, Murray et son épouse se portent aussi volontaires bénévoles au Stampede de Calgary pour faciliter l’accès des personnes en fauteuil roulant. « Murray a un cœur en or, souligne Erhardt. Chaque fois que notre entreprise organisait quelque chose pour des œuvres de bienfaisance, Murray était parmi les premiers à acheter des billets ou à offrir un prix. »

Les conseils de Murray en matière de succès professionnel et personnel sont simples : soyons honnêtes, sachons accueillir les nouveaux et traitons chacun avec équité. L’ACIT a toujours joué un rôle important dans la vie et la carrière de Murray, à commencer par l’accueil chaleureux qu’il a reçu la première fois qu’il a assisté à un congrès.

« La toute première fois que j’ai assisté à un congrès de l’ACIT, j’ai été accueilli à bras ouverts par tous les membres, des personnes qui provenaient de partout au Canada, affirme Murray. J’ai vite compris que l’ACIT est une source formidable et j’ai beaucoup appris grâce aux réunions et aux ressources proposées par l’ACIT. Qui a dit que les vieux de la vieille ne peuvent plus apprendre quoi que ce soit de nouveau ? »

Au fil des ans, il a lui-même mis en pratique ce sens de l’accueil envers les nouveaux membres et les personnes
MECHANICAL INSULATION SAVES ENERGY, SAVES THE ENVIRONMENT AND SAVES MONEY.

learn how mechanical insulation can help you save at energyconservationspecialists.org
treat everyone fairly. TIAC has always played an important role Murray’s life and career, beginning with the warm welcome he received at his first conference.

“The very first TIAC conference we went to I got the same friendly treatment from all the members across Canada,” Murray says. “I soon learned that TIAC is a great resource, and I have learned a lot from the meetings and resources available from TIAC. Who says you can’t teach an old dog new tricks?”

Over the years he has been sure to extend this same welcome new new members and conference attendees, including TIAC’s current president, Shaun Ekert.

“Murray always supported me as a young fellow getting involved, and he invited and included everyone,” Ekert says. “Besides, he is a Saskatchewan boy, so yeah—very witty and gritty!”

He notes that Murray has always appreciated and shared the history of the industry. “This impacted me as I needed to know the industry’s background, and Murray was a wealth of history and willing to share in a very unbiased way.”

Besides industry knowledge, Murray has plenty of stories about racing and travelling for racing that Shaun likes to repeat to those who are interested. “And his sense of humour, everybody loves him says Shaun. This could certainly be a ‘roast’ and Murray would appreciate it! Murray is a true gem and the mechanical insulation industry is lucky to have him.”

Murray says that if he could offer advice to new members thinking of attending the annual conference or contractors thinking about joining the association he would tell them to go for it because it is a lot of fun, there is a lot to learn, and there are so many wonderful people in the industry that will make fast friends.

He is invited to speak at Southern Alberta Institute of Technology (SAIT) for the new students. “Two of the instructors at the SAIT have been my clients, Murray says. “Every year, they invite me to deliver a motivational speech to the first and second year students. I always tell them that I continue to work because I find it enjoyable.”

“Age average for a fluorifier is 53 years; usually, after that age, the worker does not want to work. Many have their condo in Florida and that’s enough. But it’s not my case.”

He encourages young people to ask their employer to send them to the conference — “Everyone says that they are too old or that they are not interested.” — and he encourages employers to send their employees to the conference. “It’s a great opportunity to learn more and become better workers. The topics are interesting and one learns a lot. The world is there for the taking.”

He is invited to speak at Southern Alberta Institute of Technology (SAIT) for the new students. “Two of the instructors at the SAIT have been my clients, Murray says. “Every year, they invite me to deliver a motivational speech to the first and second year students. I always tell them that I continue to work because I find it enjoyable.”

“Age average for a fluorifier is 53 years; usually, after that age, the worker does not want to work. Many have their condo in Florida and that’s enough. But it’s not my case.”

He encourages young people to ask their employer to send them to the conference — “Everyone says that they are too old or that they are not interested.” — and he encourages employers to send their employees to the conference. “It’s a great opportunity to learn more and become better workers. The topics are interesting and one learns a lot. The world is there for the taking.”

En plus de sa connaissance du secteur, Murray a beaucoup d'histoires à raconter sur la course automobile et sur ses voyages pour assister à des courses, récits que Shaun aime répéter à ceux qui veulent bien l’entendre. « Et son sens de l’humour, beaucoup l’apprécient, renchérit Shaun. Ceci pourrait certainement être un bien-cuit et Murray s’en amuserait aussi ! Murray est une perle rare et le secteur de l’isolation thermique a beaucoup de chance de le compter dans ses rangs. »

S’il avait un conseil à donner aux nouveaux membres qui envisagent d’assister pour la première fois à un congrès ou aux entrepreneurs qui pensent devenir membres, Murray leur dirait de ne pas hésiter un instant : on s’amuse, on apprend beaucoup et on rencontre un grand nombre de personnes remarquables qui deviennent rapidement de bons amis.

Chaque année, il est invité à prendre la parole au Southern Alberta Institute of Technology (SAIT) pour s’entretenir avec les nouveaux étudiants. « Deux des instructeurs au programme de calorifugeage du SAIT ont déjà été de mes clients, précise Murray. Chaque année, on me demande de présenter un discours motivationnel aux élèves de première et de deuxième années. Je leur dis toujours que je continue de travailler même à ce jour parce que j’y trouve encore du plaisir. »

« L’âge moyen du calorifugeur est de 53 ans ; habituellement, passé cet âge, l’ouvrier ne veut plus travailler. Beaucoup ont leur condo en Floride et ça leur suffit. Mais ce n’est pas mon cas. »

Il encourage les jeunes à demander à leur employeur de les commander pour assister au congrès — « Tout ce qu’ils peuvent faire, c’est de répondre oui ou non ! » — et il encourage les employeurs à y envoyer leurs employés. « Il y a toujours de bons conférenciers. Les thèmes sont intéressants et on apprend énormément, ajoute-t-il. Tout le monde y trouve son compte. »

Bien qu’il n’ait pas l’intention de quitter Crossroads, il sait néanmoins à quel moment il compte retirer ses billes du jeu.

« Tant et aussi longtemps que je veux travailler et que je peux...
Technology (SAIT) each year where he shares this sentiment with new students. “At SAIT’s insulation program, two of the instructors were customers of mine,” Murray says. “Every year I am called to do a rah-rah speech for the first and second year students, and I always tell them I am around because I am still having fun.

“The average age of a journey insulator is 53 years because they typically don’t want to work after that. They have their place in Florida and they are good. That’s not for me.”

He encourages young people to ask their employers to sponsor them to attend the conference—“They can only say yes or no!”—and he encourages employers to send them. “There are always good speakers, it is interesting, and you learn so much,” he says. “Anyone can benefit.”

Although he has no plans to leave Crossroads, he does have a clear vision of the point at which he intends to fold his cards.

“As long as I want to work and I can prove to myself I am not costing Crossroads any money, I feel good and will still get out there and be active,” he says. “I had double bypass surgery three years ago and the next day there was a meeting in Red Deer and I was elected president. As long as it is still fun, I’ll keep coming. If that changes, then I will leave.”

Co-worker Korey Haun wishes to congratulate Murray in this important anniversary and thank him for his years of service. “We have all benefitted greatly from Murray’s unparalleled experience, hard work, and passion for all contractors, distributors, and manufacturers,” Korey says. “I have always been amazed by the relationships he has with so many people throughout our industry that started at work but have become true friendships.”

He says that Murray’s care for his customers and teammates is inspirational and something everyone in Murray’s life knows is genuine and unconditional.

“At one time we were competitors,” Korey says. “But even then, he always treated me and my colleagues with respect and as peers trying to move our industry forward. I was excited when Murray joined us on the Crossroads C&I team in 2010, which was something to celebrate.”

Speaking for the entire team at Crossroads, Korey says when he looks back on the last 10 years he and the team have come to cherish the good fortune they’ve had to count Murray as a friend, admire his commitment, and be thankful for the opportunity to work alongside and learn from him.

“We have all been inspired by the passion, work ethic, and loyalty that Murray has displayed throughout these 50 years of service, and on behalf of the entire Crossroads C&I Family, thank you, Murray! Here’s to many more years of great friendships and laughter!”

Amity Insulation delivers high performance industrial materials, certified to ASTM quality standards, and supplied via personalized, prompt, and dedicated service.

14715 - 122 Avenue, Edmonton, Alberta, Canada, T5L 2W4
Phone: (780) 454-8558 Fax: (780) 452-2747
www.amityinsulation.com
Email: sales@amityinsulation.com
We know we are better when we work together.

Although the COVID-19 pandemic requires physical distancing, JM employees—or JMers, as we like to say—are adapting and rallying to find creative ways to support one another and our communities.

From sewing handmade masks to helping local businesses and healthcare workers to remembering the simple things like saying “thank you” to those who have sacrificed so much, JMers are going the #JMextraMile.

**Sewing Masks for Healthcare Workers, Firefighters, and Each Other**

Limited quantities of Personal Protective Equipment (PPE) burdened first responders and medical workers in the early stages of the pandemic. N95 respirators and surgical masks were in short supply, forcing organizations across the country to ration them. JM employees and their loved ones rose to the occasion by sewing handmade masks after working hours or during lunch breaks.

Inspector Packer Lauri Neilson, who has worked at JM’s Defiance, Ohio, plant for 22 years, filled mask orders for a local fire department and a nursing home, and she donated masks to family and friends who work in healthcare services.

Ross Sargent, process engineer in our Insulation Systems plant in Cleburne, Texas, and his wife also made face masks for hospital workers in their community out of cotton sheets, elastic, and HVAC filter material.

---

La solidarité, c’est la clé – tous y gagnent.

Si la COVID-19 exige qu’on garde ses distances, les employés de la JM s’adaptent et se serrent les coudes pour trouver des moyens inventifs de s’entraider et d’aider leurs communautés.

Qu’il s’agisse de coudre des masques maison pour les entreprises locales et les travailleurs de la santé ou de se rappeler les gestes tout simples comme de remercier les personnes qui se sacrifient pour autrui, les employés de la JM en font plus encore (#JMextraMile).

**Coudre des masques pour les travailleurs de la santé, les pompiers et les collègues**

Au début de la crise, il manquait d’équipement de protection personnelle pour les premiers intervenants et le personnel médical. Les masques respiratoires N95 et les masques chirurgicaux étaient rares et il a fallu les rationner. Les employés de la JM et leurs parents et amis ont relevé le défi en cousant des masques après le travail ou pendant les pauses-repas.

Lauri Neilson, inspectrice-emballeuse, qui travaille depuis 22 ans à l’usine de la JM à Defiance, en Ohio, a procuré des masques sur commande à un service local d’incendie et à une résidence pour personnes âgées, et a fait don de masques à la famille et aux amis qui travaillent dans le domaine de la santé.

Ross Sargent, ingénieur des processus à l’usine des systèmes d’isolation de Cleburne, au Texas, et son épouse ont aussi confectionné des masques pour les travailleurs des hôpitaux de leur collectivité avec du tissu de coton, des élastiques et des filtres employés en CVC.
“We started making them after some friends who are nurses said there was a shortage at their hospital,” Sargent said.

Several JM employees and retirees also continue to supply masks to their coworkers across our locations.

Penning Letters to Say ‘Thank You’

Truck drivers are essential workers—throughout the pandemic, they’ve sacrificed their own comfort and safety to deliver critical supplies, from medical gowns to loads of construction materials used to expand healthcare facilities.

Scottsboro, Alabama, Plant Manager Terry Couch has paid special attention to how truck drivers are recognized.

“A driver told me that he had to get a rush load of TPO to Florida to finish up an expansion wing of a hospital,” Couch said. TPO is a single-ply roofing membrane.

After hearing the driver’s story and countless other stories, Couch decided to write letters to thank these drivers on behalf of JM and our customers. Truck drivers who stop at the Scottsboro plant are personally greeted by Couch with an elbow bump, a letter to thank them for their service, and an explanation of steps JM takes to provide a safe environment.

Recognizing Employees While Supporting Local Businesses

Once non-essential businesses began their phased re-openings, JMers connected with community leaders to learn what they could do to contribute to local economies. They started with the restaurant and food service industry, one of the hardest-hit industries amid the pandemic.

The idea was born after Waterville Plant Manager Matt Brown called Waterville Mayor Tim Pedro and asked him what Johns Manville could do to help the city beyond practising safety protocols. The mayor asked that Brown and his team support takeout at local restaurants.

Cheryl Ball, Senior Purchaser, delivered lunches to the plant’s employees once a week for a month as a way to recognize them and support local restaurants in the Waterville community.

continued on page 46
Who ever said you can’t teach old dogs—or an old industry—new tricks?

Not All Therm Services. The Canadian mechanical insulation supplier has found a way to connect customers, manufacturers, and its own offices with just a few taps on a mobile device, a productivity saving innovation the team is excited to launch in December.

The project began when All Therm’s owner Chris Ishkanian and Director of Marketing Jeff Pasay decided it was time to develop some new technology to support insulators right in the field.

“It is commonly stated that the insulation industry can be slow moving and archaic in how it operates, which allows room for innovation,” Pasay says. “We wanted to build a digital, mobile tool that helps insulators, no matter their discipline, get instant, accurate data to help complete their projects safely, timely, and properly.”

The result is The Insulators’ Field Guide, an app that is a collection of utilities, sizing tables, and tools and that has the functionality to size insulation jacketing, review product material specifications, and contact All Therm directly for ordering or more information. In commercial applications, for

The Insulators’ Field Guide

A new app from All Therm helps contractors find the products they need for any application right from the field

Guide pratique du calorifugeur (Insulators’ Field Guide)

Une nouvelle appli d’All Therm destinée aux entrepreneurs pour la commande des produits dont ils ont besoin sur place

Qui a dit qu’on ne peut pas enseigner à un vieux singe — ou à une vieille industrie — à faire de nouvelles grimaces ? Pas All Therm Services, en tout cas ! Le fournisseur canadien en isolation des systèmes mécaniques a trouvé moyen de relier les clients, les fabricants et ses propres bureaux par quelques clics sur un appareil mobile, innovation qui fait gagner en productivité et que l’équipe est impatiente de lancer en décembre.

Le projet a débuté quand le propriétaire d’All Therm, Chris Ishkanian, et son directeur du marketing, Jeff Pasay, ont décidé qu’il était temps de mettre au point une technologie nouvelle pour aider les calorifugeurs directement sur le terrain.

« On dit souvent que le secteur de l’isolation est lent et que son fonctionnement est archaïque ; cela signifie aussi qu’il y a place à l’innovation, fait remarquer M. Pasay. Nous voulons mettre au point un outil numérique mobile qui aide les calorifugeurs, peu importe leur sous-secteur, à obtenir des données instantanées et complètes, et ce pour qu’ils puissent terminer leurs chantiers en toute sécurité, en temps voulu et de façon appropriée. »

Résultat : le Guide pratique du calorifugeur (Insulators’ Field Guide), une appli multi-fonctions qui inclut des tableaux de mesure et des outils pour déterminer la taille des revêtements, revoir les spécifications de produits et communiquer directement avec All Therm, et pour passer sa commande
instance, a customer can enter the dimensions of piping and insulation thickness and receive on the spot product and fitting recommendations.

In the HVAC utility, users can choose their duct shape and metric or standard measurements and get a cut length of what they require based on those factors. The conversion table is designed to account for all the factors insulators are looking for—temperature, density, length, area, and others—and cross-reference the product quick guide so insulators have the resources they need in the field.

“We were able to design The Insulators Field Guide in such a way that we can update product information, safety data sheets, and other bits of information instantly,” Pasay says. “Users won’t have to wait for a new version to download to get up-to-date product information.

“We also wanted to give customers the means to access additional resources in the field, so there is a one-touch button that connects them directly to the branch office of their choice.”

Included in the iOS version is TagScan Technology™, which is a type of augmented reality application used to identify unique markers using any smartphone camera.

The markers or “tags” can be programmed to contain information that the user can see through the camera on their phones.

Only the TagScan app—built into The Insulators’ Field Guide—can read the tags, which can be deployed in a variety of ways, including onsite inventory management and paperless signatures for customers.

“The app is a win-win-win,” Pasay says. “We get a vehicle to help connect with customers and customers get the resources they need right in the field. We both stay connected with vendors. We have received wonderful support and feedback from the testers and vendor partners, and we can’t wait to use it in all its capacity.”

Visit www.alltherm.ca for more information. Download the app free from the iStore or watch for it coming soon to the Android store.

Time to show off your awesome work. Email jkirby@pointonemedia.com to pitch your project story, and have it featured in TIAC Times.
There’s a beautiful saying in French that goes: *La famille n’est pas quelque chose d’important. C’est tout ce dont on a besoin*, which translated means, family is not an important thing. It's everything.

This perfectly sums up how Rémi Demers, owner of Isolation Val-Mers Ltée feels about his family. And not just his blood family, but his extended family, his insulation colleagues.

When Demers joined the TIAC board of directors in 1998 he spoke very little English, and was concerned how this would come across. He needn’t have worried. “I arrived at the first board meeting in Winnipeg and met the other six directors at the bar. At 36 years old I was one of the youngest, but they immediately surrounded me and welcomed me to the family. I felt accepted.” That solidified it for Remi. He had come home.

Growing up Demers never aspired to work in the industry and follow in his father’s footsteps as an estimator. “I didn’t know what I wanted to do, but I used to say anything but insulation. My father would tell stories of how tough it could get on the job site. It held no appeal.” But being surrounded by a family in the sector (his mother worked for his father’s business as well), it was inevitable, really.

“I remember during the 70s my mum renting beds to four insulation guys who were in Quebec to help build the Olympic Stadium. We had six beds in a row in the basement for my brother, the four insulation guys and me. I learned a lot about insulation during that time... and playing cards,” he laughs.

At the age of 18, Demers was done with studying and decided to join his father on the building site. It opened his eyes. “I had heard all these terrible stories, but my perception of people changed when one day, working as an apprentice, I was...
hauling heavy equipment down the subway and a big burly concrete guy came over and asked me if I needed help. That taught me a valuable lesson: not to judge people before you get to know them.”

After his father passed away in 1986 from a smoking related disease, Demers and his mother closed the company. Six months later, after working for another company, Demers was ready to start up on his own and the mechanical insulation company Isolation Val-Mers Ltée was born.

“I started the company with my mum and another partner, Gerald Valiquette, and we invested $5,000 each. I didn’t have the money, so I approached the bank, but they refused me. I had to get my mum on as my guarantor. We bought an old pickup truck and got to work,” he says.

The company quickly gained a reputation as innovators in the mechanical insulation sector. After five years, Demers bought his partner out and a few years later his mother decided to throw in the towel, but the family business was far from done.

“When my son left school he wasn’t sure what to do so he started working with me in the shop doing deliveries for $12 an hour. Soon he showed an interest in estimating, and I began teaching him the trade. Today, he is the general manager.”

Demers’ daughter, Lauri, also joined the business 18 months ago as the accountant, and Demers is extremely proud that she followed in her grandmother’s footsteps. But as for Demers’ wife, she was wise enough to know when to say no. “When my daughter joined the company I said to my wife, ‘There is only one piece missing,’ and my wife told me, ‘No Rémi, I love you too much.’ That’s why we are still happily married!”

Demers laughs.

Today, Isolation Val-Mers Ltée employs nine people in the office and anywhere between 35 and 60 guys on the jobsite, where they specialize mainly in commercial builds.

While Demers is extremely passionate about the industry, and speaks with love for his colleagues, in his spare time he makes sure he spends time either with his kids and grandkids, or cycling. Come rain or shine, Demers is peddling an average of 3,000 km a year (during the pandemic he could be seen in his snowshoe gear cycling in five-degree weather). And every year he ventures on a five- to 10-day solo cycling trip, although this year’s trip was cut short due to weather and equipment failure.

“Sports have always been a big part of my life, and cycling for me is a form of meditation, a time to relax,” he says. “It’s such a great way to sort out business problems. There’s something about the fresh air that completely clears the mind.”

“Sports have always been a big part of my life, and cycling for me is a form of meditation, a time to relax,” he says. “It’s such a great way to sort out business problems. There’s something about the fresh air that completely clears the mind.”
When you think of an entrepreneur, folks like Elon Musk (SpaceX and Tesla Motors’ founder) and Jeff Bezos (Amazon founder) spring to mind. But being an entrepreneur doesn’t always mean starting a business from scratch.

In fact, many aspiring entrepreneurs become successful business owners by taking over an existing business, and as baby boomers now look to retire it presents many with the perfect opportunity, as Stew Johnson, owner of Delta-based Columbia Thermal Ltd. can attest to.

“Over the years I considered starting my own insulation business as I’ve always liked sort of idea of owning my own company, but the time wasn’t right. A few years, while working at a local supplier, one of my customers, George Thompson, mentioned he was thinking about retiring. A few months later, and after some consideration, I approached him with the idea and it just seemed to be the right time for both of us. It happened very naturally,” says Johnson.

While buying an existing business can come with certain challenges, there are also a great many benefits. One of the most important assets you can acquire is a healthy customer base, and that’s exactly what came with Columbia Thermal.

“George had built great relationships with his customers over the years, so it was essential to maintain and grow that. The business has primarily been through word of mouth and

Ce sont les noms d’Elon Musk (fondateur de SpaceX et bailleur de fonds de Tesla inc. à ses débuts) ou de Jeff Bezos (fondateur d’Amazon) qui sont souvent évoqués quand on songe à des entrepreneurs. Cependant, il n’est pas nécessaire de partir de rien pour être entrepreneur.

En effet, bien des aspirants-entrepreneurs prennent en charge des entreprises existantes et réussissent avec tout autant de succès. Alors que la génération des baby-boomers arrive à l’âge de la retraite, bien des occasions favorables se présentent, comme le confirme Stew Johnson, propriétaire de Columbia Thermal ltée, à Delta.

« Au fil des années, j’ai pensé à fonder ma propre entreprise de calorifugeage. J’ai toujours aimé l’idée d’être propriétaire de ma propre entreprise, mais ce n’était jamais le bon moment. Il y a quelques années, quand je travaillais pour un fournisseur local, un de mes clients, George Thompson, m’a dit qu’il pensait à prendre sa retraite. Quelques mois plus tard, après y avoir bien réfléchi, je lui ai proposé mon idée : pour nous deux, il s’agissait du bon moment pour passer à l’action. Tout s’est passé de façon très naturelle », raconte Stew.

Bien que l’achat d’une entreprise existante s’accompagne de certains défis, elle présente aussi de nombreux bienfaits. L’acquisition d’une clientèle bien établie représente un des avantages les plus importants, comme c’était le cas de Columbia Thermal. « George avait noué de bonnes relations
business, so it was important that I didn’t change too much,” says Johnson, who took the business over 18 months ago.

Johnson came to the table with plenty of insulation experience, not only in the field as a mechanical insulator, but also having worked as a sales representative and consultant in the industry. This gave him an understanding of the importance of nurturing relationships, not just with clients, but staff as well.

“I’m a great believer in surrounding yourself with the right people and creating a healthy and open work environment. I want my employees to know they can come to me an issue, whether that is work or personal,” he says.

It’s this family feel and attitude that has undoubtedly attracted a talented team and also some great clients and projects. While many of the projects are indeed on the smaller scale, one of the most recent that stands out for Johnson is Daiya Foods, although every project is gratifying in one way or another.

COVID-19 hasn’t impacted Johnson’s business too much, and he is grateful to Thompson for having set such a great foundation for the business, and thankfully work is beginning to pick up too. However, it’s not all work, work, work for Johnson. Well, not always.

“It surprised me quite how consuming owning a business can be. You tend to think about your business every minute of the day.”

So what does Johnson do when he has time for himself? It’s fair to say that yes, Johnson marches to the beat of his own drum.

“I like to get out and bike ride, and I also play music. I’m a drummer, and while I haven’t found the time to form another band yet, I like to get together with friends for an impromptu jam.”

NDT Seals, Inc.
Zac Sebren
Director
PO Box 52878   Houston, TX 77052-2878 USA
tel 713.222.7584          fax 713.222.9404
zac@ndtseals.com

“Je ne m’attendais pas à ce que diriger une entreprise soit aussi exigeant. On a tendance à se laisser envahir par le travail.”

with its clients over the years. It was essential to maintain and develop them. The business has succeeded mainly through word-of-mouth. George had done such a great job building the reputation of the business, so it was important that I didn’t change too much,” said Stew, who took over the business 18 months ago.

Stew came to the table with plenty of insulation experience, not only in the field as a mechanical insulator, but also having worked as a sales representative and consultant in the industry. This gave him an understanding of the importance of maintaining relationships, not only with clients, but staff as well.

“I am a great believer in surrounding yourself with the right people and creating a healthy and open work environment. I want my employees to know they can come to me about an issue, whether that is work or personal,” he says.

It’s this family feel and attitude that has undoubtedly attracted a talented team and also some great clients and projects. While many of the projects are indeed on the smaller scale, one of the most recent that stands out for Stew is Daiya Foods, although every project is gratifying in one way or another.

COVID-19 hasn’t impacted Stew’s business too much, and he is grateful to Thompson for having set such a great foundation for the business, and thankfully work is beginning to pick up too. However, it’s not all work, work, work for Stew. Well, not always.

“It surprised me quite how consuming owning a business can be. You tend to think about your business every minute of the day.”

So what does Stew do when he has time for himself? It’s fair to say that yes, Stew marches to the beat of his own drum.

“I like to get out and bike ride, and I also play music. I’m a drummer, and while I haven’t found the time to form another band yet, I like to get together with friends for an impromptu jam.”

Que fait Stew dans ses temps libres ? Et bien, il prend les choses à son propre rythme.

“If I’m not working, you’ll find me with my guitar and a good book.”

So what does Stew do when he has time for himself? It’s fair to say that yes, Stew marches to the beat of his own drum.

“I like to get out and bike ride, and I also play music. I’m a drummer, and while I haven’t found the time to form another band yet, I like to get together with friends for an impromptu jam.”

www.tiactimes.com • Fall 2020 / Automne 2020 • 33
**ALBERTA**

**All Therm Services Inc - Alberta**
Edmonton, AB ................................ (780) 732-0731
(855) 732-0731
Calgary, AB .................................... (403) 266-7066

**Amity Insulation Group Inc.**
Edmonton, AB ................................ (780) 454-8558

**Brock White Canada**
Calgary, AB ....................................... (403) 287-5889
(877) 287-5889
Edmonton, AB ................................ (780) 447-1774
(800) 724-1774
Lloydminster, AB ............................... (780) 875-6860
(877) 775-6860

**Crossroads C&I Distributors**
Edmonton, AB ................................ (800) 252-7986
Calgary, AB ....................................... (800) 399-3116

**Nu-West Construction Products**
Calgary, AB ....................................... (403) 201-1218
(877) 209-1218
Edmonton, AB ................................ (780) 448-7222
(877) 448-7222

**Tempo Tec Inc.**
Calgary, AB ....................................... (403) 216-3300
(800) 565-3907
Edmonton, AB ................................ (800) 565-3907

**SASKATCHEWAN**

**Brock White Canada**
Regina, SK ...................................... (306) 721-9333
(800) 587-3357
Saskatoon, SK ................................ (306) 931-9255
(800) 934-4536

**Crossroads C&I Distributors**
Regina, SK ...................................... (800) 252-7986

**Nu-West Construction Products**
Saskatoon, SK (General Enquiries) .... (306) 978-9694
(866) 469-6964
Regina, SK ...................................... (306) 721-5574
(800) 669-6643
Saskatoon, SK ................................ (306) 242-4224
(800) 867-3768

**Wallace Construction Specialties Ltd.**
Regina, SK ...................................... (306) 569-2334
(800) 596-8666
Saskatoon, SK ................................ (306) 653-2020
(800) 667-3730

**ONTARIO**

**All Therm Services Inc - Ontario**
Mississauga, ON ............................... (416) 675-1710

**Brock White Canada**
Thunder Bay ..................................... (807) 623-5556
(800) 465-6920

**Crossroads C&I Distributors**
Hamilton .......................................... (877) 271-0011
Kitchener ......................................... (800) 265-2377
Ottawa ........................................... (800) 263-3774
London ........................................... (800) 531-5545
Sarnia ............................................. (800) 756-6052
Toronto .......................................... (800) 268-0622

**Dispro Inc.**
Ottawa ........................................... (800) 361-4251

**Imparo**
Mississauga, ON ............................... (905) 602-4300
(800) 95-IMPRO

**Nadeau**
Ottawa ........................................... (800) 361-0489

**NEW BRUNSWICK**

**Scotia Insulations**
Saint John, NB ................................. (506) 632-7798

**NOVA SCOTIA**

**All Therm Services Inc - Nova Scotia**
Dartmouth ....................................... (902) 468-5232

**Crossroads C&I Distributors**
Dartmouth, NS ................................. (902) 468-2550

**Scotia Insulations**
Dartmouth, NS ................................. (902) 468-8333

**NEWFOUNDLAND & LABRADOR**

**Scotia Insulations**
Mount Pearl, NL ............................... (709) 747-6688

---

**TIAC Distributor Directory**

**Thermal Insulation Association of Canada**

**Association Canadienne de l’Isolation Thermique**

---

**BECOME A MEMBER OF TIAC TODAY**

Interested in becoming a member? Contact the TIAC office for more information at 1485 Laperriere Avenue, Ottawa, ON K1Z 7S8
tel: 613.724.4834 • fax: 613.729.6206

If you’re already a member and would like to appear in the TIAC Distributor Directory please contact Lara Perraton, **TIAC Times** tel: 1.877.755.2762
e-mail: lperraton@pointonemedia.com.

---

**Joignez-vous à l’ACIT dès aujourd’hui**


Si vous êtes déjà membre et souhaitez figurer au répertoire des distributeurs de l’ACIT, veuillez communiquer avec Lara Perraton, **TIAC Times**, au numéro 877.755.2762 ou lui faire parvenir un courriel à l’adresse lperraton@pointonemedia.com.
Corrosion under insulation is a costly challenge for plant maintenance budgets and overall profitability. Water poses a risk to many insulated plant processes, particularly once it passes through the insulation and onto the metal surfaces of steel pipes, vessels, and other plant equipment. The result: corrosion under insulation (CUI).

Plant operators are all too aware of the risks that CUI pose, both to the operational integrity of their insulated equipment and to the plant. By many estimates, CUI accounts for up to 10% of a plant’s overall maintenance costs and 60% of pipeline maintenance costs.

**Keeping CUI at bay in any plant environment**

For decades, ROCKWOOL Technical Insulation has developed insulation solutions that leverage stone wool’s excellent thermal properties. For industries both onshore and off, ROCKWOOL has manufactured and applied wide-ranging insulation systems with stone wool as the base material. Most recently, ROCKWOOL introduced the next-generation ProRox MA 961, a rolled, stone wool insulation mat (wrap) that delivers effective insulation performance while mitigating CUI on large-diameter pipework, vessels, columns, and other complex geometries. ProRox products effectively combat CUI in the most demanding plant environments with

La lutte à la corrosion sous l’isolation coûte cher, à preuve les frais qu’on prévoit à cette fin dans les budgets de maintenance et la baisse de la rentabilité générale des opérations qui y est associée.

La présence d’eau pose un risque pour de nombreux équipements isolés, plus particulièrement lorsque l’humidité traverse le produit isolant et atteint les surfaces de métal des tuyaux, conduites, cuves et autres équipements industriels. Il en résulte un phénomène de corrosion sous l’isolation (CSI).

Les exploitants industriels ne connaissent que trop bien les risques associés à la CSI tant pour l’intégrité du fonctionnement des équipements isolés que pour les installations elles-mêmes. D’après de nombreuses études, la CSI représente jusqu’à 10 % des frais de maintenance généraux des installations industrielles et 60 % des coûts liés à l’entretien des oléoducs.

**Lutter contre la CSI dans les installations industrielles**

Depuis des décennies, ROCKWOOL Technical Insulation met au point des solutions isolantes novatrices qui font appel aux propriétés thermiques remarquables de la laine de roche. ROCKWOOL fabrique et applique, pour les secteurs d’exploitation infracôtier et extracôtier, toute une gamme de produits d’isolation à base de laine de roche.
Récemment, ROCKWOOL a lancé son tout dernier produit, le ProRox MA 961, matelas isolant en laine minérale qui se vend en rouleau et qui procure un rendement isolant efficace tout en atténuant le risque de CSI sur les tuyaux de gros diamètre, les cuves, les colonnes et autres équipements à configuration complexe.

Les produits ProRox combattent la CSI dans les environnements les plus rudes grâce à l’adjonction du liant WR-Tech, qui conserve ses propriétés hydrofuges au produit isolant. Chaque fibre de l’isolant est revêtue d’un produit unique en son genre, dont le brevet est en instance, qui confère au matelas ses propriétés hydrofuges.

Des essais techniques exhaustifs ont démontré que le liant WR-Tech donne aux produits isolants ProRox cinq fois plus de capacité hydrofuge que la laine de roche ordinaire conforme à la norme EN, et ce même dans le contexte d’un vieillissement dû à la chaleur. Les produits ProRox maintiennent leurs propriétés isolantes et hydrofuges même au bout de 24 heures à une température de 482 °F / 250 °C.

Le liant WR-Tech avait d’abord été employé avec succès dans les produits de section de tuyauterie bobinée sur mandrin qui ont rapidement fait la preuve de leur efficacité dans la lutte à la CSI pour de nombreuses applications. Les clients ont alors réclamé le liant WR-Tech dans les matelas isolants souples afin de pouvoir isoler d’autres types d’équipements. Les propriétaires et les ingénieurs incluent maintenant dans leurs cahiers des charges les solutions WR-Tech à haut rendement contre la CSI ; les entrepreneurs et installateurs emploient fréquemment les produits ProRox dans les chantiers de construction à neuf ou de maintenance.

Grâce au liant WR-Tech contenu dans le produit ProRox MA 961, on peut maintenant prémunir les configurations complexes d’équipements de tuyauteries industriels — et notamment les coudes — contre les dangers de la CSI. Résultat ? Sécurité accrue des opérations industrielles, réduction de l’impact sur l’environnement, baisse des frais de maintenance et bonification du rendement des opérations et de la rentabilité. •

Vous travaillez à un projet intéressant ou vous avez une idée d'article à proposer ? Il suffit pour cela de communiquer avec notre rédactrice en chef, Jessica Kirby, au 250.816.3671 ou de lui envoyer un courriel à l'adresse jkirby@pointonemedia.com
Navigating COVID-19 in Construction

How has COVID-19 impacted your business, and what will the next two years look like?

We can’t expect a full return to normal until a vaccine is in general use; therefore, to survive and prosper we need to adapt to the new normal. We need to be both proactive and reactive in this fluid situation.

There is a great deal of uncertainty around managing our processes. It is essential to review your insurance policies with your insurance broker to ensure maximum protection and identify areas of potential exposure. We also need to structure our businesses for consistency around our suppliers, employees, and customers.

Developing strong relationships with these pivotal business partners is essential, not only for you, but also for them. Let’s make this a win-win!

Manage your supply chain. Ensure that your key suppliers can and will continue to provide you with an adequate supply of product at reasonable prices and in a timely manner. By supporting them you support a solid, mutually beneficial relationship, which will reduce your stress and help your business run more smoothly.

By / par Ron Coleman

---

Gérer la COVID-19 dans le domaine de la construction

Comment la COVID-19 a-t-elle affecté votre entreprise et à quoi devons-nous nous attendre au cours des deux prochaines années ?

Sans doute pas à un retour complet à la normale avant la généralisation d’un vaccin... Ce qui signifie que, pour survivre et prospérer, nous devons nous adapter à la nouvelle normalité. Nous devons être à la fois proactifs et réactifs dans un contexte où la donne change souvent.

La gestion des processus est difficile en raison de l’incertitude. Il est essentiel de revoir ses polices d’assurance avec son courtier pour se protéger au mieux, et d’identifier les risques possibles. Vous devez aussi structurer votre entreprise pour veiller à la continuité des opérations avec les fournisseurs, les employés et les clients.

Sachez entretenir des rapports étroits avec tous ces intervenants, non seulement pour votre propre bénéfice, mais aussi pour le leur. Comme quoi tout le monde y gagne !

Attachez-vous à bien gérer votre chaîne d’approvisionnement. Assurez-vous que vos fournisseurs clés continuent à vous procurer des produits en quantité appropriée à un prix raisonnable, et en temps voulu. En les soutenant, vous resserrez vos rapports avec eux – rapports advantageux pour les deux parties –, ce qui réduit votre stress et contribue au bon fonctionnement de votre entreprise.

Convervez autant d’employés que possible au travail. Si vous devez embaucher, vérifiez ce qu’il en est des symptômes de la COVID-19. Expliquez à votre personnel qu’il est préférable de rester à votre emploi plutôt que d’aller voir ailleurs, là où le soutien et les mesures de protection pourraient ne pas suffire. Les employés ont plus que jamais besoin de sécurité. Si certains ont des difficultés financières, réconfortez-les et faites-leur savoir qu’ils peuvent compter sur vous. La présence de bons employés fiables dans une entreprise où le taux de roulement est faible peut certainement attirer la clientèle.

Vos clients doivent aussi se sentir à l’aise avec les entrepreneurs auxquels vous faites appel. Ils continuent de
Keep as many employees as possible in ongoing work. If you must hire, check everyone for COVID-19 symptoms. Explain to your employees that they are better off staying with you than going to another company where they might not get the same level of support and protection. Employees need security now more than ever. If some are having financial difficulties, show them you care and that they can depend on you. Having good, reliable employees with a low turnover rate can be a major selling point with customers.

Your customers also need to be comfortable with the contractors they are using. They are risking exposure having contractors on-site, and the risk increases if they change contractors. Solid, ongoing relationships minimize risks for both parties. Let them know how you are building relationships with your suppliers and employees.

So, focus on developing strong relationships with your workforce bubble. These are the people within your power of influence, and these efforts are more important than ever. This is also a great way to increase profitability.

The type of work you do will impact how you must respond. Apart from new construction, many contractors are involved in service, maintenance, and retrofit. In these industry segments, the situation is also critical. You must convince customers to not defer maintenance, replacement, or installation, and you

---

**CONTRACTORS 101 / ENTREPRENEURS 101**

Explain to your employees that they are better off staying with you than going to another company where they might not get the same level of support and protection.

Expliquez à votre personnel qu’il est préférable de rester à votre emploi plutôt que d’aller voir ailleurs, là où le soutien et les mesures de protection pourraient ne pas suffire.

---

**Extol Preformed Heads**

**FABRICATING EXCELLENCE**

Extol Preformed Heads are designed for use in the industrial and commercial insulation industry. Our preformed heads are easy to specify, order and install and are available for all types of tank systems. Extol Preformed Heads meet or exceed industry standards. From a basic flat insert head to the most complex shape, our products fit and perform.

**BROAD RANGE OF PREFORMED HEADS**

Extol Preformed Heads are fabricated to provide superior thermal performance on above and below ambient systems. Every head segment is contoured on all 6 sides to provide a close fit that eliminates voids between the surface of the tank head and the insulation. Extol Fabricated Heads are customized to fit multiple style tank ends. Styles include spherical, conical, hemispherical, flanged and dished as well as 2:1 elliptical heads. All insulation materials are made in the USA and are 100% asbestos free.

**ASTM STANDARDS**

Extol Preformed Heads are manufactured in accordance with the following standards:

- Cellular Glass ASTM C552
- Extruded Polystyrene ASTM C578 Type XII, Type VI
- Perlite ASTM -C610
- Phenolic ASTM C1126
- Polyisocyanurate ASTM C591
- ASTM C585

---

**SHAPING THE INDUSTRIAL INSULATION MARKET FOR OVER 35 YEARS**

208 Republic Street, Norwalk, OH 44457 • ExtolOhio.com • info@extolohio.com
Phone: 800-486-9865 • 419-668-2072 • Fax: 419-663-1992

www.tiactimes.com • Fall 2020 / Automne 2020 • 39
must prove that calling you is their best choice. In cases where you are dealing with new customers you need to develop a script that will separate you from the competition. Become the contractor of choice.

Have you updated your website with the protocols you have in place? Have you sent emails to your customers providing them with the comfort and confidence they need to call you?

Whether you are a contractor or supplier, you must focus on cash flow. Your level of break-even sales has likely changed, and if you can’t maintain your workload, you are going to start bleeding cash. Now is the time to do some serious cash flow management. If jobs get delayed, holdback releases will get delayed, and progress billings will slow down.

Cash is king! Many building owners are having serious cash flow problems particularly in the office and retail sectors. Be extra cautious in getting paid in a timely manner. Also, some new construction is being delayed and that can also negatively impact your cash flow. Keep your financial institution up to date on your financial situation and put a contingency plan in place with them in case of need.

Be proactive. Form a committee to identify the exposures your company faces and develop and implement a plan of action for keeping up to date with the federal, provincial, and municipal directives. Check the regulatory websites daily. Now is also a great time to review your business systems and processes to maximize efficiency.

de remplacement ou d’installation. Vous devez prouver que leur meilleur choix, c’est vous. Dans les cas où vous faites affaire avec des clients potentiels, vous devez vous présenter de telle manière à vous démarquer des concurrents. Devenez l’entrepreneur de prédilection.

Avez-vous mis votre site Web à jour et décrit tous les protocoles que vous avez établis ? Avez-vous envoyé des courriels à vos clients pour les rassurer et leur faire comprendre que vous êtes digne de leur confiance ?

Que vous soyez entrepreneur ou fournisseur, vous devez porter une attention toute particulière à vos liquidités. Si vous atteignez tout juste le seuil de la rentabilité à ce point-ci et que la charge de travail ne se maintient pas, les problèmes de liquidités ne vont pas tarder. Il faut donc s’occuper sérieusement de la gestion de la trésorerie. S’il y a retard dans les travaux, les retenues de garantie seront aussi versées en retard.

L’argent est le nerf de la guerre ! Nombreux sont les propriétaires de bâtiments à éprouver des problèmes graves de trésorerie, surtout dans le secteur des immeubles à bureaux et du commerce au détail. Assurez-vous d’être payé sans retard. Certains chantiers de construction sont en retard et ce retard peut aussi affecter vos liquidités. Tenez votre institution financière au courant de votre situation et définissez avec elle un plan d’urgence au cas où vous en auriez besoin.

Soyez proactif. Chargez un comité de recenser les risques auxquels votre entreprise est exposée et mettez en place une procédure qui vous permette de vous tenir au courant des directives fédérales, provinciales et municipales. Vérifiez tous les jours les sites web des organismes de réglementation. Le moment de revoir vos systèmes et procédures d’entreprise pour optimiser votre efficience est arrivé.

Le problème que nous vivons présentement ne va pas disparaître de sitôt ; ne tardez pas à prendre votre situation bien en mains, et le plus vite sera le mieux. Le secteur retombera à la normale probablement au cours de l’année à venir – préparez-vous, sachez tirer votre épingle du jeu et démarquez-vous.


Dressez une liste des sites web utiles et consultez-les régulièrement.
This issue is not going away soon, and the sooner we take control the more successful we will be. The industry will get back to normal over the next year or so—make sure yours is one of the businesses that comes back on top.

There are numerous government programs, both federal and provincial available to businesses and their employees. Also, your financial institution and the Business Development Bank of Canada (BDC) have options for you. Most recently the EDC BCAP Guarantee is available to exporting and no-exporting business who need access to additional financing. The Guarantee lets EDC share the risk with your financial institution. WWW.edc.ca/business-relief is their website.

Identify the relevant websites and visit them regularly for updates.

The following site will keep you up abreast of Canada Emergency Response Benefit (CERB), Canada Emergency Wage Subsidy (CEWS), income tax filing and payment deadlines and a variety of other federal initiatives.


You should also log on to your provincial government website to see what support they are offering. Look to your Association for advice also.

I believe that one of the biggest exposures for many people and for businesses is going to be quarantine either because an individual becomes infected with COVID-19 or are in contact with someone who has. You must isolate if you had close contact with someone who is even suspected of having COVID-19. With schools and colleges now open the exposure is even greater. Such a situation could cause serious disruption to your business. Many of us are feeling so much stress due to the uncertainty so be calm, be safe, be kind and let’s all support each other. This is a time for compassion, understanding and fellowship.
Five things I bet you’ve learned this year

In early April or so, I remember seeing someone on Twitter suggest keeping a pandemic journal. If I’d taken that good advice, I bet I’d have a fascinating record. What I thought was possible, important, interesting, worrying, likely… and also what I didn’t think about at all (yet). I’m sure it would be illuminating to read now.

It’s likely that you didn’t keep a journal either, but I bet there are things that you have learned over the course of this year—maybe without even realizing it. Here are five things I’m willing to bet you’ve learned, to some degree or another.

#1 – You can make decisions faster than you would have predicted
So many organizations have had to just move. Boards and staff teams have had to make significant and high-stakes decisions with limited information and even less time. Dithering wasn’t an option. Punting wasn’t either.

Decision-making doesn’t always have to be done at dizzying speed, but it’s good to know you can when you need to. (Especially if usually you have a tendency to move at a snail’s pace.)

#2 – Virtual can do more than you realized
Were you expert on Zoom before this all started? Was your organization already fully digital? Did you offer a full suite of hybrid or virtual meetings before March of 2020?

I’m guessing not.

The general learning curve on virtual was extremely steep for almost everyone, and it’s worth reflecting on how far you’ve come. Educational events, board meetings, office operations, finances… even if you’ve returned to the office, chances are you’ve broken through into a new normal when it comes to virtual/digital operations.

#3 – You can innovate in more ways than you expected
Not all the innovations have been about going virtual, although obviously that’s been huge.

Cinq leçons que vous avez sans doute apprises cette année

Au début d’avril, ou à peu près, j’ai vu passer dans Twitter le billet de quelqu’un qui suggérait de tenir un journal sur la crise sanitaire. Si j’avais suivi ce conseil judicieux, j’aurais aujourd’hui quelque chose de captivant comme récit : ce que je pensais être possible, important, intéressant, inquiétant, probable… et aussi ce que je n’avais pas (encore) vu venir. Lire tout cela a posteriori serait assurément très instructif.

Vous n’avez probablement pas tenu de journal non plus, mais vous avez certainement appris bien des choses au cours de cette année — et peut-être même sans vous en rendre compte. Voici cinq leçons que vous avez sans doute apprises dans les circonstances.

Leçon no 1 – Vous pouvez prendre des décisions beaucoup plus rapidement que vous ne l’auriez cru possible
Beaucoup d’organismes ont dû prendre la situation en main. Les conseils d’administration et le personnel ont dû prendre des décisions graves et importantes sans disposer de beaucoup d’information ni de temps. Les hésitations et les atterrissements n’étaient pas du tout indiqués dans les circonstances.

Il n’est pas toujours nécessaire de prendre des décisions avec la rapidité de l’éclair, mais c’est bien de savoir que vous en êtes capable quand c’est nécessaire, surtout si vous avez habituellement tendance à être lent.

Leçon no 2 – Le virtuel est plus utile qu’on ne le pense
Étiez-vous expert de Zoom avant la crise ? Votre organisme fonctionnait-il déjà en mode pleinement numérique ? Aviez-vous la possibilité de tenir des réunions virtuelles ou hybrides avant mars 2020 ?

Probablement pas.

La courbe d’apprentissage du virtuel a été très abrupte pour la grande majorité. Mais voyez plutôt quel chemin vous avez parcouru depuis. Formations, réunions de conseils d’administration, fonctionnement des bureaux, finances… même si vous êtes retourné au bureau, il y a fort à parier que
I’m willing to bet you’ve been trying all sorts of new things, both technology-related and not. Did you roll out anything new for your members? Have you started communicating more quickly and frequently? Did you test any new initiatives? I’ve been hearing about webinar series, town halls, hangouts, COVID-related newsletters, brand-new advocacy campaigns, whole new employee/team processes, and on and on.

Lots of spaghetti has been thrown against the wall. Don’t just look at what’s sticking; look at how you’ve gotten better at the throwing.

#4 – You have a deeper understanding of your value

There’s so much more going on than a pandemic and so much more going on than a recession. It’s both, and so much more besides. What exactly the durable impacts will be remains to be seen, and these depend on how the next few years go by.

So, questions of organizational sustainability being asked aren’t just about single sources of revenue; they go deeper than that, to questions of fundamental value, which go back to your mission. What is your purpose? Why do you exist? Who benefits from your existence? How can you induce people to contribute to your work both financially and otherwise; that is, share those benefits with you?

How are all of these elements going to be impacted by the ongoing pandemic and all that goes with it?

A crisis drives us back to the fundamentals, and I think this is no exception. I’m sure you’ve had new insights into the answers to these questions for your organization—or at the very least, you’re more clear on the right questions to ask.

#5 – You are far more attuned to organizational risks

Yes, we’ll all make sure we put “pandemic” into risk frameworks now. But going farther, I think we have all internalized a sense of risk in our operations. Overlearning this lesson, of course, will make us all too cautious. But I think it’s more likely that we’ll just go forward with a deeper understanding of the risk profile that accompanies our work, like a shadow that we cast.

And so, onward

What have you learned that you wish you’d learned years ago?

What have you learned that you want to bake into your practices going forward, so your organization doesn’t have to learn it again?

And what are you going to learn next?

If you’d like help figuring out where to take your organization, please get in touch at https://meredithlow.com/. •

www.tiactimes.com • Fall 2020 / Automne 2020 • 43
Double Trouble: Defining the Relationship Before the Bill Doubles

When urgent construction work is required, it is all too easy to hastily move forward without properly defining the contractual relationship and terms of payment. The recent case of All Out Contracting Ltd. v. Gourlay, 2018 BCSC 481 addresses a common scenario where work proceeds under an ambiguous estimate.

The Facts

In this case, the defendant homeowners owned a house in Nanaimo, British Columbia, that was adjacent to and overlooked a creek. At the back of their house was a large retaining wall that supported the bank down to the creek.

In 2015, the owners noticed the retaining wall was bulging out revealing cavities under the rear patio slab. The owners quickly retained the plaintiff as the contractor to teardown and rebuild the retaining wall.

After reviewing the site with various engineers and City representatives, the contractor provided the owners with a construction estimate (the “Estimate”), which both parties signed. The Estimate included the scope of work and referred to the contract price as a “set price cost plus” basis. The “set contract rate for the Work [was] $80,000 to $100,000” and failed to clearly articulate the basis for calculating the cost-plus portion. The Estimate stated further that the price was estimated and dependent on engineers and a biologist.

The contractor commenced the work, but soon encountered unforeseen complications. The fill behind the wall was unstable and the house rested on the fill. To prevent the house from subsiding, the contractor removed the fill and replaced it with a more stable material.

Are you working on an interesting project or do you have a story idea to share? Contact our editor, Jessica Kirby, at 250.816.3671 or email jkirby@pointonemedia.com
and part of the house was balanced on the fill. This fill needed to be removed and replaced as there was a danger that the house would settle further down the embankment without additional structural support. The owner’s homeowner insurance was in jeopardy and their mortgage was up for renewal, so they had the contractor continue with the repairs without clarifying the ongoing price.

After the work was completed, the contractor billed the owners for $206,505.80. The owners had already paid $140,000 and refused to pay the rest. The owners took the position that the initial estimate of $80,000 to $100,000 was binding and that the $20,000 gap in the estimate was the amount contemplated to account for unforeseen circumstances.

The Decision

The BC Supreme Court, relying on principles of equity, awarded only $22,194.50 to the contractor, in addition to what the owners had already paid. This reduction to the contractor’s fee was based largely on significant reduced labour rates. Had the contractor clearly set out its rates at the beginning, it would have been entitled to its 15% profit margin. Instead, the court ascribed a contractor’s fee of 7%.

While the contractor took on serious risk that its estimate would be found binding, the court did find that the construction estimate was just an estimate that was subject to the express qualifications of the ongoing review of the engineers and biologist.

The court opined that all this confusion could have been avoided if the contractor had spelled out its costs and profit margin clearly from the beginning.

Lessons Learned

1) Define the relationship early and in writing. The initial agreement must include clear terms of price if the contractor wants to recover their bill. If a contractor expects to recover its profit margin charged in a cost-plus agreement, the contractor must clearly spell out a fixed percentage of profit that will be added to costs, in advance of the work.

2) Whether an estimate is binding or is “just an estimate” will depend on the facts. Qualifying the estimate by adding clearly defined and narrow contingencies may assist in preventing an estimate from being construed as a binding maximum price.

This article was written by Andrew D.R. Delmonico, Partner, and Edward R. (“Ted”) Lewis, Articled Student, who practice in construction law with the law firm of Kuhn LLP. This article is only intended as a guide and cannot cover every situation. It is important to get legal advice for specific situations. If you have any questions or comments about this case or other construction law matters, please contact us at 604-864-8877 (Abbotsford) or 604-684-8668 (Vancouver).

du propriétaire sans préciser ce qu’il en est des prix.

Et voilà qu’à la fin des travaux l’entrepreneur présente sa facture de 206 505.80 $ aux propriétaires. Ceux-ci ont déjà versé 140 000 $ et refusent maintenant de payer le reste. Selon les propriétaires, l’estimation initiale d’un montant entre 80 000 $ et 100 000 $ est contraignante et l’écart de 20 000 $ cité dans l’estimation concerne justement les imprévus.

Le jugement

La Cour supérieure de la Colombie-Britannique, faisant appel aux principes d’équité, a accordé seulement 22 194,50 $ à l’entrepreneur, en plus de ce que les propriétaires avaient déjà payé. Les frais de l’entrepreneur ont été grandement réduits, car les prix de la main-d’œuvre avaient considérablement diminué.

Si l’entrepreneur avait clairement établi ses prix dès le départ, il aurait eu droit à sa marge bénéficiaire de 15 %. Or, la Cour a décrété en l’espèce une marge de 7 %.

Le risque était considérable que l’estimation soit jugée contraignante pour l’entrepreneur et pourtant la Cour a néanmoins déclaré que l’estimation était bien tributaire de l’avis d’experts des ingénieurs et d’un biologiste.

Selon le tribunal, toute cette confusion aurait pu être évitée si l’entrepreneur avait clairement décrit d’entrée de jeu ses coûts et sa marge de profit.

Leçons à tirer

1) Définissez vos rapports contractuels avec le client dès le départ et par écrit. L’entrepreneur doit inclure dans l’entente des modalités claires en matière de prix pour pouvoir se protéger. Si l’entrepreneur souhaite recouvrer sa marge bénéficiaire dans une entente de fixation de prix par majoration des coûts, il est tenu d’en préciser le pourcentage avant le début des travaux ; cette marge s’ajoutera aux coûts.

2) La question de savoir si une estimation est contraignante ou non dépend des faits. Il faut ajouter des conditions rigoureuses et clairement définies dans l’estimation pour éviter que celle-ci ne soit interprétée comme une entente contraignante relativement au prix maximal.

qui travaillent dans le domaine du droit de la construction au cabinet Kuhn LLP. L’information qu’il contient constitue simplement un guide et ne s’applique pas forcément à tous. Il est essentiel que vous consultiez un avocat qui examinera votre cas particulier. Pour toute question ou observation sur le cas présenté ici ou sur toute autre cause juridique liée à la construction, n’hésitez pas à communiquer avec nous au 604.864.8877 (Abbotsford) ou au 604.684.8668 (Vancouver).

Le lecteur québécois comprendra que la présente traduction française a été établie dans le contexte du régime de la common law et qu’il doit consulter un juriste pour procéder aux adaptations exigées le cas échéant par le droit civil québécois.
Ball orchestrated a system that involved ordering and timing the lunches for 600 employees working various shifts. She also personally picked up and delivered the food to employees. "Employees looked forward to a weekly lunch," Brown said. "And the feedback from the restaurants was that we were helping them make their payroll for the week. It was a great way for us to have community involvement amid the crisis."

**Spreading Joy Through a Physically Distanced Parade**

The pandemic has caused worldwide fear, anxiety, and stress. Small acts of kindness and joy can help assuage those stressors, combat social isolation, and remind us that we are all in this together.

With this in mind, members of JM’s Insulation Systems Customer Service team spent a weekend decorating their cars, making posters and spreading joy around their community.

“This idea came about after I dropped off dinner from a local restaurant to a coworker whose spouse is a nurse,” said Jackie Freeman, JM Account Specialist. “I wanted to let her know how much we appreciate their family’s sacrifice for all of us. It was so great to see ‘work family’ in person — while keeping a safe distance.”

Freeman said that after dropping off the meal, she missed her JM family even more and decided to illicit their help to boost morale near the Johns Manville Technical Center in Littleton, Colorado. The group’s route covered over 60 miles and they made 12 stops.

“Our intention was to spread some joy and compassion, and we also received the gift of joy in return,” Freeman said.

---

**CONTRACTOR PROFILE - ISOLATION VAL-MERS LTÉE**

La fille de Rémi Demers, Lauri, s’est aussi jointe à l’entreprise à titre de comptable, il y a 18 mois. M. Demers est très fier qu’elle ait suivi l’exemple de sa grand-mère. Quant à l’épouse de Rémi, elle a jugé plus sage de refuser. « Lorsque ma fille s’est jointe à l’entreprise, j’ai dit à ma femme : “Il ne manque qu’un élément !” Ma femme m’a répondu : “Non, Rémi, je t’aime trop !” C’est pour ça que nous sommes toujours heureux en mariage ! », raconte Rémi en riant.
Aujourd’hui, Isolation Val-Mers Ltée emploie neuf personnes au bureau et de 35 à 60 personnes sur les chantiers, et se spécialise surtout dans le secteur commercial.

Bien que Rémi Demers soit passionné par l’industrie et parle de façon affectueuse de ses collègues, il passe ses temps libres avec ses enfants et ses petits-enfants, ou à bicyclette. Beau temps mauvais temps, Rémi Demers parcourt en moyenne 3 000 km par année à vélo (durant la crise de covid-19, il pédalait en vêtements d’hiver, à une température de cinq degrés). Chaque année, pendant 5 à 10 jours, il part à l’aventure en vélo et seul. Cette année, cependant, le voyage a été écourté en raison de problèmes liés à l’équipement et au mauvais temps.

« Le sport a toujours été important pour moi. Le cyclisme, c’est une forme de méditation, un temps pour me détendre. C’est une excellente manière de régler mes problèmes d’affaires. L’air frais me permet de me changer les idées. »

Happy Holidays! We wish you a wonderful season and the best for 2021.

~ Jessica and Lara,
TIAC Times