



Dependable Mechanical Systems Inc.

Mechanical & Electrical Contractors

CCDC-11

Concord Pacific Development Inc.

BLOCK-22

*** PLUMBING**

*** HVAC**

*** ELECTRICAL**

*** COMMUNICATIONS**

*** FIRE PROTECTION**

*** PROCESS PIPING**

*** AUTOMATION AND CONTROLS**

*** EFFICIENT BUILDING OPERATING SOLUTIONS**

*** SERVICE AND MAINTENANCE CONTRACTS**

*** RE-COMMISSIONING SERVICES**



50 Four Valley Drive, Concord, ON L4K 4T9

Tel: 905-660-9144 Fax: 905-660-9145

www.dmscorp.ca

Info@dmscorp.ca

Contractor's Qualification Statement

Standard Construction Document

CCDC 11 – 2016

This document is intended to provide information on the Contractor's capacity, skill, and experience. Information requested may be supplemented with additional sheets if required.

PROJECT

Project Title: Block -22
Project Number: 4882AN
Location: Toronto, Ontario.

SUBMITTED TO

Name: Martin Forskin - Concord Pacific Development Inc.
Address: 88 Queens Wharf Road, Toronto, ON, M5V 0P2
Phone: (416) 813-1047
E-mail: martin.forskin@concordadex.com

SUBMITTED BY

Name: DEPENDABLE MECHANICAL SYSTEMS INC.
Address: 50 Four Valley Drive Concord. ON. L4K 4T9
Phone: (905) 660-9144
E-mail: info@dmscorp.ca

COMPANY INFORMATION

1. Legal Structure

Year Established: 2002

Corporation , Partnership , Joint Venture , Registered , Sole Proprietor , Other:

Names and Titles of Officers, Partners, Principal:

Name	Title / Position
RAJESH AHUJA	PRESIDENT

2. Financial Reference

Bank Name: Scotiabank | Commercial Banking
Address: 625 Cochrane Dr, Suite 200 Markham, ON L3R 9R9
Contact Person(s): Adrian Mak
Phone: (647) 535-6940
E-mail: adrian.mak@scotiabank.com

3. Contract Security Reference

Company Name: AON Risk Solutions
Address: 20 Bay Street Toronto, ON M5J 2N9
Contact Person(s): Peter Blaskovits
Phone: (647) 821-8172
E-mail: peter.blaskovits@aon.ca

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4. Insurances References

Liability Insurance Limit: 10,000,000.00 Deductible: 5,000.00
Insurance Company Name: Lloyd's of London
Insurance Broker or Representative: Aon Risk Solutions - Zenaida Llas
Address: 20 Bay Street, Toronto, ON
Phone: (416) 868-5671
E-mail: zenaida.lilas@aon.ca

Property Insurance Limit: 5,000,000.00 Deductible: 1,000.00
Insurance Company Name: Lloyd's of London
Insurance Broker or Representative: Aon Risk Solutions - Zenaida Llas
Address: 20 Bay Street, Toronto, ON
Phone: (416) 868-5671
E-mail: zenaida.lilas@aon.ca

5. Workers` Compensation

Rating: 2

6. Annual value of construction work for the past five (5) years

Year	Value	Year	Value	Year	Value
2018	\$ 35,834,938.00	2016	\$ 25,547,000.00	2014	\$ 16,500,000.00
2017	\$ 29,610,250.00	2015	\$ 20,900,750.00	2013	15,125,300.00

7. Membership Affiliation(s)

Insert list

MCAO
TCA
TSSA
Canada Green Building Council

QUALIFICATIONS AND EXPERIENCE OF PERSONNEL

1. Key office personnel proposed for the Project (e.g. Principal in Charge, Project Manager, Estimator, etc)

Attach resume of qualifications and experience:

Name	Title / Position
RAJESH AHUJA	PRESIDENT
MICHEAL FRATTAROLI	SENIOR PROJECT MANAGER
MARCO RIZZO	DIRECTOR PROJECT MANAGEMENT

2. Key site personnel proposed for the Project (e.g. Project manager, Superintendent, Foreman, etc)

Attach resume of qualifications and experience:

Name	Title / Position
JEFF McGARRITY	SENIOR SUPERVISOR
PRAMOD ANAND	PROJECT MANAGER
LARRY KRUCKOWSKY	SENIOR SUPERVISOR
LUCA PITERA	FOREMAN

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PROJECT EXPERIENCE

1. **Major construction projects completed in the past five years (Appendix A).**
2. **Comparable construction projects completed (Appendix B).**
3. **Major construction projects underway as of the date of submission of Contractor's Qualification Statement (Appendix C).**

I declare the information in this form to be true and correct to the best of my knowledge

Signature of Contact Person: _____ 

Name of Contact Person: Rajesh Ahuja

Title of Contact Person: President

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APPENDIX C

Major construction projects underway as of the date of submission of Contractor's Qualification Statement.

Project Title: CROSSLINX PROJECT - Mechanical Installation at KENNEDY Station

Location:

Scheduled Completion Date: September 2021

Project Value at Award: \$ 22,392,726.00

Project Manager: Marco Rizzo

Percent Completed: 5.00 %

Current Project Value: \$ 22,392,726.00

Project Superintendent: Nick Macri

Owner:

Contact Person(s): Ibraheim (Crosslinx Transit)

Phone: (416) 679-6116

E-mail: ibrahim.maiala@crosslinxtransit.ca

Consultant:

Contact Person(s): Nicholas Monahan

Phone: (416) 596-1930

E-mail: nicholas.monahan@ibigroup.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

Eglinton Crosstown LRT Project. The mechanical Installation at Kennedy station with scope consisted of supply and installation of HVAC , Sheet metal, underground and above ground plumbing, sanitary and storm system, Sprinkler Systems, custom air handling units, complete with services , installation of all controls, balancing, commissioning and training.

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APPENDIX C

Major construction projects underway as of the date of submission of Contractor's Qualification Statement.

Project Title: Wellington West Community - Ottawa

Location: 1166 Wellington Street west. Ottawa ON

Scheduled Completion Date: Dec 2019

Project Value at Award: \$ 4,600,000.00

Project Manager: Mike Frattaroli

Percent Completed: 5.00 %

Current Project Value: \$ 4,600,000.00

Project Superintendent: Rob Frattaroli

Owner:

Contact Person(s): Michael Denham - DORAN

Phone: (613) 526-2400

E-mail: mdenham@doran.ca

Consultant:

Contact Person(s): Armik Ghokasian - TRACE ENGINEERING LTD

Phone: (416) 391-2633

E-mail: armik@trace-engineering.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

The mechanical scope consisted of supply and installation of HVAC , underground and above ground plumbing, sanitary and storm system, custom air handling units, complete with services , installation of all controls, balancing, commissioning and training.

APPENDIX C

Major construction projects underway as of the date of submission of Contractor's Qualification Statement.

Project Title: Kingston Seniors Retirement Residence

Location: 950 Centennial Drive, Kingston, Ontario

Scheduled Completion Date: August 2019

Project Value at Award: \$ 5,750,000.00

Project Manager: Mike Frattaroli

Percent Completed: 95.00 %

Current Project Value: \$ 5,900,000.00

Project Superintendent: Rob Frattaroli

Owner:

Contact Person(s): Brody Carrick (PERCON CONSTRUCTION INC.)

Phone: (416) 744-9967

E-mail: brody@perconconstruction.com

Consultant:

Contact Person(s): Armik Ghokasian (TRACE ENGINEERING LTD.)

Phone: (416) 391-2633

E-mail: armik@trace-engineering.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

Construction of a new Seniors Retirement Residence building. The mechanical scope includes supply and installation of Plumbing, HVAC, Sheet Metal, boilers, hot water perimeter heating, radiant in-floor heating, roof top air handling units with humidifiers, a domestic hot water heating system, plumbing fixtures and all pipe and duct work including insulation, controls and training.

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APPENDIX C

Major construction projects underway as of the date of submission of Contractor's Qualification Statement.

Project Title: THE PLANT - 41 Dovercourt road

Location: 41 Dovercourt road. Toronto - ON M6J3C2

Scheduled Completion Date: Dec 2019

Project Value at Award: \$ 3,751,000.00

Project Manager: Marco Rizzo

Percent Completed: 45.00 %

Current Project Value: \$ 4,050,000.00

Project Superintendent: Sean Buckingham

Owner:

Contact Person(s): Tyler Cooke - Ledcor

Phone: (905) 362-5763

E-mail: Tyler.Cooke@ledcor.com

Consultant:

Contact Person(s): Dan Larson - Smith and Anderson

Phone: (416) 487-8151

E-mail: Dan.Larson@smithandandersen.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

Construction of new 10 story Condo buildings with mechanical scope includes supply and installation of Plumbing, HVAC, Sheet Metal, boilers, hot water perimeter heating, radiant in-floor heating, roof top air handling units with humidifiers, a domestic hot water heating system, plumbing fixtures and all pipe and duct work including insulation, controls and training.

Contractor's Qualification Statement

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APPENDIX C

Major construction projects underway as of the date of submission of Contractor's Qualification Statement.

Project Title: VIVA Oakville Retirement Community

Location: 1 Sixteen Mile Drive, Oakville - ON

Scheduled Completion Date: July 2019

Project Value at Award: \$ 4,870,000.00

Project Manager: Mike Frattaroli

Percent Completed: 80.00 %

Current Project Value: \$ 5,150,000.00

Project Superintendent: Claudio Bezerra

Owner: VIVA

Contact Person(s): Gustavo Rochwerger - Maystar General

Phone: (905) 738-6678

E-mail: grochwerger@maystargeneral.com

Consultant: Nova Trend Engineering Group

Contact Person(s): Sathees Rajadurai - Nova Trend

Phone: (905) 882-5445

E-mail: srajadurai@novatrend.ca

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

Construction of new building with 150 suites , The mechanical scope includes supply and installation of Plumbing, HVAC, Sheet Metal, Sprinkler systems, boilers, perimeter heating, radiant in-floor heating, roof top air handling units with humidifiers, a domestic hot water heating system, plumbing fixtures and all pipe and duct work including insulation, controls and training.

APPENDIX B
Comparable projects completed.
(Similar type, size and complexity)

Project Title: 6 Story, 75 Units - Residential Condos at Batawa, Ontario

Location: 58 Plant Street Batawa, ON

Date Project Substantially Completed: Nov 2018

Date Project Completed: Jan 2019

Project Value at Award: \$ 5,670,000.00

Project Value at Completion: \$ 7,700,000.00

Project Manager: Rajesh Ahuja

Project Superintendent: Jim Margach

Owner: Batawa Development Corporation

Contact Person(s): Ravi Rajpal - The Dalton Company Ltd.

Phone: (416) 789-4195

E-mail: Ravi@daltonbuild.com

Consultant: The Hidi Group

Contact Person(s): Claire Sauve

Phone: (416) 364-2100

E-mail: claire.sauve@hidi.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

On of the building into 75 units, providing a complete electrical system including new back-up Power Diesel Generator System, new high-voltage mini-substation, new 600V Power Distribution System, Data System, Telephone System, Security System, Lightning Protection System, Fire Alarm System, Electrical and Communication Duct Bank Systems, Lighting System including etc.

APPENDIX B
Comparable projects completed.
(Similar type, size and complexity)

Project Title: John Noble Home LTCF

Location: 97 Mount Pleasant Street Brantford, ON N3T 1T3

Date Project Substantially Completed: Jan 2013

Date Project Completed: Feb 2013

Project Value at Award: \$ 2,100,000.00

Project Value at Completion: \$ 2,150,000.00

Project Manager: Pramod Anand

Project Superintendent: Trevor Gebauer

Owner: City of Brantford

Contact Person(s): Bill Owen - Reid & Deleye Contractors Ltd.

Phone: (519) 688-2600

E-mail: bill@reid-deleye.com

Consultant: Millennium Engineering Inc.

Contact Person(s): Pal Ahuja

Phone: (905) 631-9294

E-mail: pahuja@mill-eng.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor ✓

Description of Project and Scope of Services:

A 3-storey, 76 bed redevelopment LEED project to meet updated Ministry of Health & Long Term Care (MOHLC) Standards. The mechanical scope included the supply and installation of roof top units, split air conditioners, sheet metal work, plumbing and drainage, insulation and controls.

APPENDIX B
Comparable projects completed.
(Similar type, size and complexity)

Project Title: Welland Wellness Community Centre

Location: 145 Lincoln Street Welland, ON

Date Project Substantially Completed: Nov 2011

Project Value at Award: \$ 1,300,000.00

Project Manager: Colin Davis

Date Project Completed: Dec 2011

Project Value at Completion: \$ 1,350,000.00

Project Superintendent: Rob Smith

Owner: City of Welland

Contact Person(s): Mark Rowlands - Buttcon Ltd.

Phone: (905) 907-4242

E-mail: mrowlands@buttcon.com

Consultant: MCW Consultants Ltd

Contact Person(s): M. Hunter

Phone: (416) 598-2920

E-mail: mhunter@mcw.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

LEED Silver project. Complete mechanical works for renovation, addition and upgrade to the community centre, including supply and installation of sanitary, storm and domestic piping systems, a new HVAC system comprising of custom rooftop units, pool dehumidification and an integrated building automation system.

APPENDIX A

Major construction projects completed in the past five years.

Project Title: New Maintenance Hangar Development - Hangar 6

Location: 142 Northstar Drive Quinte West, ON K8V 5P8

Date Project Substantially Completed: Dec 2016

Date Project Completed: Jan 2017

Project Value at Award: \$ 13,250,000.00

Project Value at Completion: \$ 13,870,000.00

Project Manager: Rajesh Ahuja

Project Superintendent: Dan Davis

Owner: Department of National Defence, Canada

Contact Person(s): Mark McNeill - Defence Construction Canada

Phone: (613) 848-6761

E-mail: Mark.McNeill@dcc-cdc.gc.ca

Consultant: SNC-Lavalin Inc. - Various Locations

Contact Person(s): Paul Godon

Phone: (902) 492-4544

E-mail: paul.godon@snclavalin.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

A two-bay hangar for the maintenance of the CC-177 Globemaster III Fleet and CC-150 Polaris Aircraft. The mechanical scope consists of supply and installation of boilers, in-floor heating, compressed air, waste fluid transfer & storage, air handling units, energy recovery units, humidifiers, chillers, plumbing fixtures, all pipe and duct work including insulation and controls.

Contractor's Qualification Statement

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APPENDIX A

Major construction projects completed in the past five years.

Project Title: Kipling Acres Redevelopment - Phase 2

Location: 2233 Kipling Ave Etobicoke, ON M9W 4L3

Date Project Substantially Completed: Feb 2017

Project Value at Award: \$ 5,200,000.00

Project Manager: Pramod Anand

Date Project Completed: March 2017

Project Value at Completion: \$ 6,450,000.00

Project Superintendent: Mike Trimbolhi

Owner: City of Toronto

Contact Person(s): Gary Hawkins - Bondfield Construction Co Ltd

Phone: (416) 667-8422

E-mail: ghawkins@bondfield.com

Consultant: Crossey Engineering Ltd

Contact Person(s): Venkat Srinivas

Phone: (416) 497-3111

E-mail: venkat.srinivas@cel.ca

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

Construction of a new 145 bed addition. The mechanical scope includes supply and installation of hot water perimeter heating using runtal radiators and radiant in-floor heating, roof top air handling units with humidifiers, an air cooled chiller system, a domestic hot water heating system, plumbing fixtures and all pipe and duct work including insulation and controls.

APPENDIX A

Major construction projects completed in the past five years.

Project Title: Union Pearson Express Union Station Platform

Location: 7 Station Street, Suite 200 Toronto, ON M5J 1C3

Date Project Substantially Completed: July 2015

Date Project Completed: Aug 2015

Project Value at Award: \$ 2,750,000.00

Project Value at Completion: \$ 3,142,000.00

Project Manager: Pramod Anand

Project Superintendent: Rob Smith

Owner: Metrolinx - Go Transit

Contact Person(s): Tony Murphy - EllisDon

Phone: (905) 896-8900

E-mail: tmurphy@ellisdon.com

Consultant: MMM Group Ltd.

Contact Person(s): Ian Ho

Phone: (905) 882-1100

E-mail: hoi@mmm.ca

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

A rail link service connecting Pearson Airport and Union Station. The mechanical scope consists of the supply and installation of boilers, water heaters, split A/C units, humidifiers, snow melting system, in-floor heating, exhaust fans, air curtains, heat recovery ventilators, air handling units, plumbing fixtures and all pipe and duct work including insulation and controls.

APPENDIX A

Major construction projects completed in the past five years.

Project Title: The City Of Barrie - HVAC and Roof Replacement at Barrie City Hall

Location: 70 Collier Ctreet Barrie, Ontario L5N2W9

Date Project Substantially Completed: Sept 2016 Date Project Completed: Nov 2016

Project Value at Award: \$ 2,300,000.00

Project Value at Completion: \$ 2,350,000.00

Project Manager: Pramod Anand

Project Superintendent: Trevor Gebauer

Owner: The City Of Barrie

Contact Person(s): Mr. Gus Diamantopoulos

Phone: (705) 726-4242

E-mail: Gus.Diamantopoulos@barrie.ca

Consultant: Ameresco Consulting

Contact Person(s): Glen McCuaig

Phone: (647) 788-6030

E-mail: gmccuaig@ameresco.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

In the Occupied office building the mechanical scope includes the supply and installation of all mechanical equipment and systems including rooftop units, hot water heater, pumps, plumbing fixtures, plumbing piping, duct work, insulation and building automation system.

APPENDIX A

Major construction projects completed in the past five years.

Project Title: GO Transit - East Regional Bus Facility

Location: 1002 Thornton Road S, Oshawa, ON L1J 7E2

Date Project Substantially Completed: Jan 2013

Date Project Completed: March 2013

Project Value at Award: \$ 10,100,000.00

Project Value at Completion: \$ 10,345,000.00

Project Manager: Colin Davis

Project Superintendent: Trevor Gebauer

Owner: Metrolinx, GO Transit

Contact Person(s): Frank Crisostimo - Buttcon

Phone: (905) 907-4242

E-mail: fcrisostimo@buttcon.com

Consultant: MCW Consultants Ltd.

Contact Person(s): M. Hunter

Phone: (416) 598-2920

E-mail: andrew.MHunter@mcw.com

Contract Type:

Stipulated Sum , Construction Management , Design-Build

Prime Contractor , Trade Contractor

Description of Project and Scope of Services:

LEED Gold project. The mechanical scope included design-build of new 100 bus garage facilities comprising: supply and installation of underground and above ground plumbing, hydronic heating systems, sanitary and storm system, rain water harvesting system, Veederroot monitoring system, fluid systems, fully integrated BAS system, balancing and client training.



Gold Standard winners Canada's Best Managed Companies

After three consecutive years of maintaining their Best Managed status, these winners have demonstrated their commitment to the program and successfully retained their award for 4-6 consecutive years.



Canada's Best Managed Companies: Gold Winners

Dependable Mechanical Systems Inc.



Focus is on providing dependable services

Dependable Mechanical Systems Inc.
dmscorp.ca

Location Concord, Ont.
Sector Industrial/commercial/institutional construction

Market Ontario
Size 130 employees

Dependable Mechanical Systems Inc. provides mechanical and electrical contracting services for the industrial, commercial and institutional (ICI) construction sectors in Ontario. Headquartered in Vaughan, the company operates from a state-of-the-art 25,000-square-foot facility. In addition, the company has an Ontario East Regional of-

fice in Belleville, which serves the Eastern region from Kingston to Ottawa.

The company embraces a wide range of projects, including infrastructure, transit, education and health care/long-term facilities. Notable projects include the Metrolinx Go East Regional Bus facility, Air Canada's new flight training facility, the Union Pearson Express platform and waiting lounge, and it is currently finishing the Hangar Six Facility at the Canadian Forces Base in Trenton.

Although the company is only 14 years old, notes Rajesh Ahuja, company president and founder, repeat business from existing clients and

an influx of new clients has boosted revenues considerably.

DMS has also successfully completed several design-build, LEED (Leadership in Energy and Environmental Design) and energy retrofit projects in the ICI sector. In terms of its strategy for growth, DMS is expanding its activity in the public-private partnership (P3) market.

From its inception in 2002, DMS decided to focus its services on large infrastructure and institutional construction projects, says Ahuja. "We chose this strategy based on several factors," he notes, "including the sector's inherent economic stability and

financial security. As well, in recessionary or slow economic times, multiple levels of government often provide a financial boost through infrastructure programs."

"As we have grown we have been able to maintain our quality service offerings and stay within budget by developing and matching our internal infrastructure resources, including our human, technological and logistics resources to meet the ever-changing needs of the ICI sector," says Ahuja.

A large number of employees have been with DMS for more than eight years, he says, citing a high level of employee engagement, which includes rigorous and continuous in-house training.

"Our entire business operates on our indigenously

developed, cloud-based web portal to manage every aspect of our construction project, even though the site may be miles or cities away from our office. Through this technology, we are able to manage every aspect of the project on a real-time basis."

Further, says Ahuja, the company's collaborative team approach with clients and general contractors means clients can be assured their projects will run smoothly and that they will achieve the best value for their money.

As a mechanical engineer, Ahuja has an extensive background in design, construction and maintenance, as well as sitting on the other side of the table with contractors. He therefore understands both clients' and contractors' expectations. He chose the

name "Dependable" for his business very deliberately. "My goal and that of my team is to have a company brand that is synonymous with quality, reliability and peace of mind for our clients." B.C.



PHOTOGRAPH COURTESY OF DMS INC.

DMS president Rajesh Ahuja.

CANADIAN BUSINESS

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What it takes to become one of Canada's Best Managed Companies

They're found in every industry and across every province, but these companies share some key qualities: laser focus, smart hiring and continuous improvement

Sep 1, 2016 Kat Tancock

Canada's Best Managed Companies 2016

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Back in 1993, with the country in a deep recession, partners at Deloitte noticed a disconnect in Canada's business world: While the news was dominated by doom and gloom, many of the companies the partners visited through their work were bucking the trend and finding success. "They were navigating turns in the road quicker than others," says Peter Brown, senior practice leader at Deloitte Canada.

To celebrate these positive stories—along with the leadership teams behind those businesses—Deloitte launched Canada's Best Managed Companies. Now in its 23rd year, the program prides itself on taking a holistic view of how companies operate and grow. "When you go to school, there's a lot written about startups and a lot written about the corporate giants," Brown says. "But there's not that much out there about these great mid-market companies that are, in many ways, the backbone of our society."

For Brown, the crucial component is people—finding the right team, investing in employees and having them aligned to a common vision. Time and time again, that's what he sees as the common element among the top 50, which are otherwise diverse: new economy and old, large and small, with revenues under \$20 million or over \$1 billion.

"I love that about the program and our winners," Brown says. "They demonstrate that you can run a great business in any segment and any community by sticking to timeless principles: having a group of people that work well together, doing what you say you're going to do and working hard at executing it. They've figured out that it takes a village to raise a business."

The evaluation process

Each year, a few hundred companies from across Canada apply to the program. While some find out about it on their own, others are encouraged to submit by peers or Deloitte, CIBC and the other sponsor companies. Coaching teams—each made up of a Deloitte partner or senior manager and a CIBC commercial banker—help applicants assemble submissions that best tell their stories. A short list is then created and evaluated by a panel of judges from all the sponsor companies. "We ensure it's fair, and they all deserve that national recognition," Brown says. "It's a big exercise."

The evaluation framework has remained the same for 15 years, consisting of four components.

1. Strategy

"In this first area, we look to figure out whether they know who their customer is and isn't; how they are creating more value than their competitor; and whether they communicate the strategy far and wide," says Brown. Rather than looking strictly at the strategy itself, judges evaluate how that strategy is executed and communicated to employees, and how effectively that works to make all staff aware of company goals and achievements.

2. Capability

Execution is evaluated here: Are things getting done or just being talked about? Is the right senior team in place to execute strategy, and are talent practices in line with that as well? "Do they have the right team, and how well do they walk the talk?" says Brown. "Private companies need to be nimble, more productive and more innovative."

3. Commitment

"The older I get, the more I think this is the magic quadrant," says Brown. "This involves soft skills: the culture, the alignment of the leadership team, the development of the next generation of leaders, the learning and growth the business goes through." Here, judges assess practices used to foster culture and teamwork, and review any reports provided by applicants on employee engagement.

4. Finances

"It would be a hollow business award program that didn't include financial performance," Brown says, noting a good business doesn't exist without conservative balance sheets, quality risk management and strong reporting systems. "It doesn't need to be the best of the best—just in the top 25% in terms of profitability for their sector," he adds.

The winners' circle

The 50 companies that make the cut every year aren't ranked. They simply become the newest members of an elite community of great Canadian businesses, secure in the knowledge that a trusted expert panel has considered them worthy of inclusion. "People compete because it helps them build their brand and because people want to work for well-run companies," Brown notes. Plus, he says, "it helps them meet a network of other great businesses they can share best practices with."

Current and previous winners are invited to a symposium and gala for a full day of world-class speakers followed by the largest annual business dinner in the country. "About 2,000 people will come out—it's a huge black-tie event," says Brown. "What's really gratifying is that companies that have been in the program for years, even since day one, keep coming back to celebrate new winners and help build this community."

Businesses that make the top 50 list for seven years in a row receive an added honour: They are named "platinum" companies, of which there are fewer than 150. "They really are the who's who of private companies in Canada," Brown says. "It's hard to run a great business year after year, and that's what we're trying to measure in this program."

More than just awards

The [Best Managed Companies](#) program is about celebrating success, to be sure, but Brown notes that Deloitte has also built a tremendous knowledge base by spending more than two decades evaluating prospering private companies. In studying successful companies year after year, Brown and his colleagues have become valuable resources for any organization that wants to improve its business practices, he says.

The companies that make the list are caring employers who invest in not just their people, but also their communities, Brown says. "These are great companies with great leadership teams that aspire to be more, and they tell a great story that deserves to be told."

In fact, the program has been so successful in Canada that Deloitte has rolled it out in other countries as well. Ireland, the Netherlands and Mexico now host their own versions, with Chile, the U.K., Belgium and Israel next on the list—all based on the Canadian example. "It's a great way to foster business excellence," Brown says.

For Brown, that magic ingredient is always the people—because a strategy and financial plan are nothing without the right team in place to execute. "What really makes this a special program is that it celebrates teamwork," says Brown, the program's co-leader. "To build a great company, you have to build a strong foundation. That's the real secret to this program—it celebrates team success and the ability for a company to grow beyond its original entrepreneur."