



A Laval, Que., overpass collapsed in 2006, killing five people. Fixing Canada's infrastructure could cost \$123-billion.

Get ready to pay the real cost of infrastructure

By David Seymour, *The Financial Post*

Too long the cost of infrastructure in Canada has been artificially kept low. Imagine learning that you had a completely unexpected \$1,500 bill for housing repairs this year. Then imagine this same "emergency" coming again every year for the next 10 years. After that, you'll find a permanent hole in your budget as you spend more on house maintenance to prevent further emergencies.

This scenario is not far from the current reality facing Canadian households. Just substitute "municipal infrastructure" for "households" and the previous paragraph describes the situation faced by households across the country. It's the reason the Federation of Canadian Municipalities is having its first ever National Infrastructure Summit in Regina this week.



How did this happen? The shock has not come from any sudden change in the condition of the nation's municipal infrastructure but from accounting changes at city halls across the country. Previously, cities reported the amount spent on new capital assets (mainly infrastructure) in the year that they made the expenditure. Such information said nothing the state of infrastructure, or what future expenditure might be necessary to maintain or improve it. In the private sector such forward planning would be

considered irresponsible for short-term investments, let alone infrastructure with 50-to 100-year life cycles like roads and sewers.

Incentives for municipal politicians were as irresistible as they were hazardous. A municipal politician concerned about the future of infrastructure under the old paradigm had a hard road to hoe. Convincing voters to pay higher taxes for something that was most probably hidden and invisible on their municipality's books was nearly impossible. Lower taxes or promises of more visible spending were always an easier path to office. Now the chickens of under-maintained infrastructure, sprung by hazardous political dynamics, are coming home to roost.

Continued on page 2

In this issue

Infrastructure Vital to Future		3
LEX Corner		5
New Online Excavation/Permit System		9
Safety Talk: Winter Driving Safety		11

The Real Cost of Infrastructure (continued from page 1)

It is scandalous that Canadian municipalities got away with it for so long, but that's spilt milk now. New accounting changes, mandated by the Public Sector Accounting Board and in place since 2009, require municipalities yearly to account for the value of their infrastructure and report the level of depreciation on that infrastructure.

Every road, sewer, bridge, building, desk, truck, or snow plow -- in fact anything the city owns that has a useful economic life beyond a single financial year--will now be valued and reported on the municipality's financial statements. This value will be derived from either the historic cost of the asset with wear and tear to date depreciated, or the cost of replacing the asset with a useful substitute in the future. Once the asset values are in place, a practical value for the loss in value due to a year's use has to be reported. The kicker is that his value appears on the Statement of Operations. That is beside all of the usual expenditures that make up the budget and must be balanced with revenue each year.

Liabilities for infrastructure repair and maintenance are now on the books. A considerable backlog in infrastructure maintenance has become visible in municipalities across the country. These can no longer be put in the accounting Tardis and thrust into the future. Not even beyond the next municipal elections.

The Federation of Canadian Municipalities reported in 2007 that Canada has a municipal infrastructure deficit of \$123-billion, amounting to around \$9,000 per household. Some cities, including Regina, the city hosting the National Infrastructure Summit, are worse off: Regina recently reported that it needs \$2.1-billion over 10 years to repair and maintain its infrastructure. With 80,000 households, the average Regina home owes \$25,000.

It may be that Regina is an outlier, but the Federation's figure was based on a survey of 166 cities (only half responded). New-found infrastructure liabilities are large.

Municipal politicians can no longer evade the true cost of the infrastructure we have taken for granted. While this is a good thing in the long term, the adjustment will be at odds with long-held expectations around what infrastructure costs. When New Zealand introduced similar accounting changes two decades ago, year after year of property tax increases close to 10% were met with widespread fury. Canada's municipal taxpayers will have to adjust to the new reality too.

David Seymour, a senior policy analyst at the Frontier Centre's Saskatchewan office, compiles the Local Government Performance Index.

MHCA Welcomes New Members!

R. Dufour Enterprises Ltd.

David Dufour
Box 593
Pine Falls, MB R0E 1M0
Ph: (204) 367-1923

Cell: (204) 367-8085
Fax: n/a
Email: d.dufour74@hotmail.com
Additional Information: Contractor services including sewer and water work.

Canwest Concrete Cutting & Coring Inc.

Aaron Malinowski
5025 - 13st. SE
Calgary, AB T2G 5N1
Ph: (403) 225-4445
Fax: n/a

Email: aaron.m@canwestconcrete.com
Web: www.canwestconcrete.com
Additional Information: Services include asphalt milling, reclaiming and cutting, concrete cutting and coring, rock blasting, and curb, gutter and sidewalk sawcutting.

Comairco Ltd.

Glen Hora
342 Saulteaux Crescent
Winnipeg, MB R3J 3T2
Ph: (204) 888-5511
Fax: n/a

Email: ghora@comairco.ca
Web: www.comairco.ca
Additional Information: the leader in air compressors,air compressor parts and is the largest Sullair air compressor and compressed air equipment distributor in North America.

Infrastructure vital to future, says Canadian Construction Association

Courtesy of The Daily Commercial News

Industry concerns over the future of Canadian infrastructure are not just based on a hunger for business opportunities, says the Canadian Construction Association.

"We have become involved in this debate, not for self interest but because it is critical to future generations of Canada," said Wayne Morsky, chair of CCA. "Without roads, we have no way to move product, without offices, people have no place to work, without schools we have no place to learn and without hospitals people have no place to heal."

Morsky recently presented an update of CCA's priorities and activities during the Ontario Road Builders' Association convention in Toronto.

Morsky said CCA is calling on all levels of government to come together and appoint an arms-length taskforce to study and develop infrastructure priorities and promote new ways of funding these "critical economic and social assets."

CCA has demonstrated its commitment to improving Canada's infrastructure by helping develop a national report card on the state of Canada infrastructure.

The association partnered with the Canadian Society for Civil Engineering, the Federation of Canadian Municipalities and the Canadian Public Works Association on the project.

Morsky noted that \$10 billion spent on infrastructure could generate approximately 115,000 jobs and that every government dollar spent on infrastructure yields a 35 cent return in new tax revenue.

"China is spending nine per cent of its GDP on infrastructure, Europe five per cent, while Canada spends about two per cent," added Morsky.

CCA anticipates governments will start using public-private partnerships with "increasing regularity" to help build



infrastructure and the challenge will be to not exclude participation of small and medium sized construction firms.

"In construction, small- and medium-size firms are our engine," Morsky said. "According to Statistics Canada, 65 per cent of all construction business have fewer than 50 employees and 75 per cent have fewer than 100 employees."

Labour supply for Canadian construction remains a critical priority for CCA and the entire industry with a projected 395,000 new workers required by 2018 thanks to impending retirements and growth in demand.

In its recent pre-budget submission, CCA recommended to the federal government that it extend its Knowledge Infrastructure Program and restore the Apprenticeship Job Creation Tax Credit to the "true incentive" it was intended to be. In 2007, the Canada Revenue Agency required that the tax credit be treated as income, thereby neutralizing any benefit to employers.

"These are just two small measures we will continue to lobby the federal government on," said Morsky. "More will have to be done if we wish to avoid a serious shortage in the future."

The association chair believes that industry needs to reach out to underemployed groups to bring them into the mainstream workforce. Morsky said the Aboriginal community is a group that with some "training and support" could help strengthen the construction labour supply.

Breakfast with Leaders Event — March 2, 2011

2011 Proposed City of Winnipeg Capital Construction Program

Presenters: Lester Deane, P. Eng., Manager of Engineering, Public Works Department & Mike Shkolny, P. Eng, Manager of Engineering, Water and Waste Department

Location: Victoria Inn - Carlton Room

Time: 7:30am Registration/8:00am Breakfast/8:15am Presentations

To Register: Contact Christine Miller, MHCA Events Manager at 947-1379 or by email to christine@mhca.mb.ca

Beginning of a Weak Spell for Japan?

By Peter Hall, Vice-President and Chief Economist of Export Development Canada

Global economic momentum is on the rise. Improvement in the US outlook is one of the key reasons. But not all countries are benefiting. Japan, which recently lost its 'number 2' status to China, appears to be faltering. Is this just a temporary blip, or a signal of something deeper?

Consider Japan's recent growth path. Increased trade dependence caused a sharp drop in Japanese GDP during the recession. Global rebound in the fourth quarter of 2009 and the first quarter of 2010 calmed fears, as Japanese GDP growth averaged a robust 6.7%. As in the rest of the world, things were quieter in the following quarter. Additional stimulus lifted third-quarter growth to 3.3%, but this didn't last. In contrast with fourth-quarter gains elsewhere, Japan suffered a 1.1% drop in output, as sharp losses in household consumption and exports more than offset higher investment spending.



Indicators suggest that the weakness is not temporary. Total household expenditure ended 2010 on a strongly negative note, which together with strained job and income growth points to sluggish near-term performance. Spending faded in tandem with the phase-out of stimulus measures that had boosted auto and electronic product sales. Prospects for business investment waned in the fourth quarter, as non-machinery capacity utilization remained low and as the Tankan survey receded for the first time in seven quarters. And while momentum is rising on the international front, the strong yen poses a serious threat to Japan's foreign sales. On the whole, not a pretty picture.

Beyond current indicators, Japan's medium-term prospects are not much brighter. By 2012, the labour force will be declining by 1% annually. That creates a large void for the other two pillars of the economy, the capital stock (buildings, equipment and physical infrastructure) and productivity, to fill. Estimates by the OECD peg Japan's annual potential growth at about 0.5% annually.

Japan has depended heavily on stimulus to offset weak growth over the past two decades. Both fiscal and monetary stimulus have been in overdrive for almost two decades. Official interest rates have hugged the zero mark over that timeframe. Public deficits have averaged over 5% of GDP annually since 1993, pushing the debt/GDP ratio to over 200% currently, well ahead of any other OECD nation. Its recent debt downgrade suggests that Japan has little further room to maintain status quo.

Clearly, Japan will have to rely on foreign trade to boost its economic prospects over the long term. The island nation proved during the latter stages of the last growth cycle that this was possible, as net trade contributed more to bottom-line growth during that period than at any other time in the post-war era – by a factor of two. This record is threatened by the steady rise of the yen over the past three years. There's more. Future fiscal consolidation will be necessary, given the increasingly limited supply of domestic savings. The degree of tightening required to stabilize public finances would, among other things, compromise international competitiveness, owing to the implied increases to the tax base. Export-led growth is not a medium-term certainty Japan can count on.

The bottom line? The recent decline in GDP highlights long-standing structural weaknesses that Japan has encountered, but not really confronted. Policymakers realize that they are running out of room. Whatever remedies they choose will weaken an already-soft long-term outlook.

Featuring articles from two of Winnipeg's largest law firms, Thompson Dorfman Sweatman and Tapper Cuddy, each of which are engaged by many in our industry.

Lien Waivers — Can't Do It, Don't Try

By Jon Woolley, Thompson Dorfman Sweatman LLP

In the past year, I've received more calls than ever about contracts with provisions that call for one or both parties to waive certain protections afforded to them under The Builders' Liens Act (the 'Act').

Perhaps it is indicative of people taking a 'DIY' approach to contract drafting, or the abundance of precedent contracts (from foreign jurisdictions) available on the internet, but I've definitely noticed an uptick in the presence of these clauses.

There's only one problem with lien waiver clauses - they are prohibited in Manitoba.

Sections 11 and 12 of the Act state that every agreement purporting to make the Act inapplicable or waiving rights under the Act, or any device or payment made for the purpose of defeating or impairing a lien or trust, is against public policy and therefore void. The sections are expansive and designed to cover any attempt to avoid the requirements of the Act.

One of the many reasons that lien waivers are banned in Manitoba is the Government's desire to ensure that differences in bargaining power or sophistication do not result in smaller and less powerful parties waiving important rights provided to them under the Act. Simply put, the Manitoba Government considers any attempt to circumvent the Act contrary to public policy, and therefore void.

Sections 11 and 12 of the Act make it relatively easy to comment on contract provisions which specifically purport to waive rights under the Act: any provisions that purport to alter holdback requirements or abridge the time period in which a party can register a lien are clearly void.

However, the application of the non-waiver provisions of the Act becomes a little more convoluted when one considers the dispute resolution provisions of many contracts.

The Act has its own provisions dealing with the enforcement of lien and trust claims. Under the Act, lien claimants are required to register pending litigation orders and commence litigation in the Court of Queen's Bench within 2 years of the registration of the claim for lien. The Act allows owners



to issue a notice requiring a lien claimant to commence an action to enforce the lien within 30 days. The common thread that binds all of the enforcement provisions of the Act is that the only venue for adjudicating disputes is the Manitoba Court of Queen's Bench.

As the trend towards alternative dispute resolution ('ADR') has accelerated, it has become increasingly common to see mandatory mediation and arbitration provisions inserted into contracts. The Act does not contemplate these alternatives to litigation, and therefore any contractual provision that calls for the use of a mandatory ADR process (including mediation, arbitration or any combination thereof) which would displace the Court's role in a lien or trust claim is void.

Continued on page 6

There may still be some room for ADR processes in lien and trust claims, especially where contracts make mediation or arbitration optional. If they choose to engage such processes, parties should be aware that an arbitrator may not have the jurisdiction to order certain remedies that are only available under the provisions of the Act (unless the parties expressly agree to give the arbitrator this jurisdiction).

One question that has yet to be determined is whether a contractual condition which requires disputing parties to attempt mediation prior to commencing a Court action would be contrary to sections 11 and 12 of the Act. Although such a provision would not block access to the Court, it would delay a lien claimant's right to bring the action in Court and could therefore arguably be seen as "impairing" rights conferred under the Act.

In conclusion, all parties should be aware of the protections afforded and restrictions imposed by sections 11 and 12 of the Act, especially when considering form contracts from parties that do not ordinarily carry on business in Manitoba.

Jon's practice is focused primarily in the area of civil litigation, with an emphasis on construction. He is co-chair of the firm's Construction Industry group and can be reached at 204.934.2367 or by email at jmw@tdslaw.com.

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2011 Annual Directory Advertising Opportunities Still Available!

The **2011 MHCA Annual Directory** is in production, and advertising opportunities are still available!

The Annual Directory is a broadly distributed publication and an essential tool for purchasers of services offered by the heavy construction and related industries.

The deadline to book your advertising space is February 25th so be sure to get your space booked today!

Contact Jason Rosin at 947-1379 or jason@mhca.mb.ca to book space or get more information.

UPDATE: WE STILL HAVE SPOTS AVAILABLE, INCLUDING ONE OF THE SOUGHT AFTER TABS!



WE WELCOME YOUR FEEDBACK. IF YOU HAVE ANY COMMENTS OR IDEAS FOR THE HEAVY NEWS WEEKLY, FEEL FREE TO CONTACT US AND LET YOUR VOICE BE HEARD!

Contact Jason Rosin at 947-1379 or jason@mhca.mb.ca to submit your feedback.

Moving the Canadian Economy

Four Pillars For A National Transportation Strategy

The following is an Executive Summary of the report "Moving the Economy", which can be found in its entirety on our website at www.mhca.mb.ca

Transportation has always been a critical component of the Canadian economy. Connecting our vast geography, transportation is an economic enabler, providing a framework for value-added sectors to develop, to create jobs, and to compete.

However, increasing global competition, integrated global supply chains, the growing services sector and urbanization in Canada, current and forecasted skills shortages, recent fluctuations of the Canadian dollar and fuel prices, and growing environmental concerns require a new vision for an efficient and cost-effective transportation system. While the Government of Canada has implemented a number of positive initiatives and policies over the years, it has not been guided by a long-term and predictable strategy. Our transportation infrastructure requires significant investment and our transportation regulatory environment, consisting of inefficient tax and operating requirements and split responsibilities between levels of government, requires modernization.

We need to increase our competitiveness. Our competitors are investing billions of dollars in transportation infrastructure. If we delay, we will not only miss new opportunities, but also put our current business at risk. The window of opportunity is believed to be five to six years. The danger in not acting now is to be pushed to the fringe for access to global supply chains and therefore, to the fringe of the global economy.

Call to Action

We recommend that the Government of Canada develop and implement a National Transportation Strategy for the movement of goods and people. It must ensure that all parts and levels of government share a common vision while working collaboratively with industry toward a common goal. There are a number of important transportation initiatives in various government departments, but given the importance of trade to Canada's economic well-being and changing domestic and global economies, a National Transportation Strategy needs to be in place to guide the actions of all government departments, not just the action of one ministry.

The National Transportation Strategy should have a clear scope, with ambitious and targeted objectives that follow four guiding pillars – that it be:

» A North American vision;

- » A multimodal transportation infrastructure investment strategy
- » A competitive regulatory and fiscal environment; and
- » Developed in an economically, socially and environmentally sustainable manner.

Scope

Through a multimodal approach, the scope of the Strategy should facilitate the movement of goods and people within Canada, including urban and regional areas; between Canada and the United States; and between Canada and the rest of the global economy.

Objectives:

The objectives of the National Transportation Strategy are as follows:

1. Develop the safest and most effective multimodal transportation system by integrating policies concerned with the movement of goods and people in marine, air, rail and road transportation warehousing facilities, urban transportation, border security, and transportation information flows.
2. Make Canada a competitive gateway for Inbound and outbound trade and travel between North America and the rest of the world, attracting 10 to 15 percent of the forecasted trade into North America.
3. Be socially and environmentally sustainable, aiming to reduce the social impacts and the carbon footprint of the transportation of goods and people.
4. Develop and implement the Strategy in partnerships with stakeholders, including the private sector and effectively communicate it to the Canadian population at large.
5. Build on current and past government Initiatives and policies, creating a benchmark that is flexible and responsive to changing economic conditions, and that can continually be built upon and improved by future government and private sector partnerships.

Four Pillars

The four pillars of an effective National Transportation Strategy are as follows:

Continued on page 8

Moving the Canadian Economy (continued from page 7)

1. View the Canadian transportation sector as a single multimodal system with a vision for a North American transportation system, recognizing that the border is part of the North American Supply chain. A strong North American transportation vision:

- » Maintains a secure and trade efficient border that facilitates the movement of legitimate goods and people; and
- » Establishes a cooperative framework to efficiently utilize and enhance current levels of border capacity and integrate our transportation systems.

2. Develop a priority-based multimodal transportation investment strategy that operates for a period of not less than 10 years. The investment strategy should:

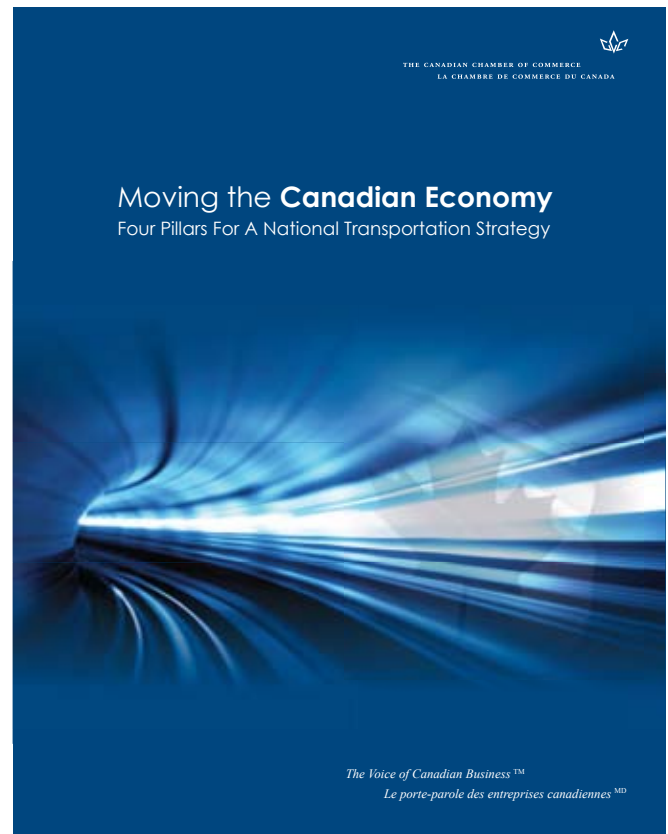
- » In cooperation with provincial and territorial governments, contain a formal transportation infrastructure single window to streamline the regulatory and approval process; and
- » Pursue public-private partnerships, wherever appropriate and feasible, to maximize efficiency in maintaining and developing transportation infrastructure.

3. Given the multimodal nature of the transportation system and recognizing the distinct advantages and competitive situations of each mode of transportation, develop a national, non-discriminatory and market-based regulatory and fiscal environment that fosters competition in the transportation system.

4. Analyze all transportation infrastructure and regulatory projects and weigh these against the economic, social, and environmental axes of sustainable development. Upgrading, expanding, and preserving Canada's transportation system and infrastructure should take a sustainable approach by working with all levels of government and, in collaboration with the private sector:

- » Take a leadership role in addressing community impacts and environmental concerns;
- » Build public awareness of the importance of transportation in relation to the quality of life enjoyed by all Canadians
- » Attract skilled people to meet the needs of the transportation sector; and
- » Be forward looking by encouraging transparency across the supply chain and containing a research initiative tied to the objectives of the Strategy.

Growing international competition, increasing global supply chains, and the changing Canadian Economy make the adoption of a National Transportation Strategy essential to ensure the competitiveness of Canada to proactively development a National Transportation Strategy for the movement of goods and people.





Construction Safety Excellence™



New Online Excavation Notification and Permit System

The Workplace Safety and Health Division (WSH) is pleased to announce the development of a new online system for employers/contractors to notify WSH of the intent to begin excavation work and to obtain a registration number.

Employers must notify WSH and request a registration number no more than 48 hours before the day the excavation work is scheduled to begin. This process applies to excavations that will be more than 1.5 metres deep in which a worker is required or allowed to enter.

The online notification and permit system is now available on the SAFE Manitoba website, at: safemanitoba.com/view/forms/ExcavationPermit.aspx. Once all required information has been entered online by the employer, a permit number will be assigned to the excavation and the employer will be able to print the information for their records.

This online system is operational 24 hours per day, seven days per week.

Employers may also continue to notify WSH of their intent to excavate via the current Ex-Fax system or by calling WSH at (Winnipeg) 945-3446; toll-free (in Manitoba) 1-866-888-8186.

Courtesy of the SAFE WORK Newsletter, November 2010.



Coming Soon: New WORKSAFELY COR Banners!

Watch for the new WORKSAFELY COR Banners coming soon, and make sure to get your FREE banner for your company worksite. Watch the Heavy News Weekly for details on when the banners will be available.

New WORKSAFELY Chair



The MHCA is pleased to announce that Nicole Chabot of L. Chabot Enterprises is the new Chair of the WORKSAFELY Committee.

The purpose of the WORKSAFELY Committee is to build and strengthen relationships with industry safety partners through regular meetings and forums to be held in all regions of Manitoba.

A new Safety Partner and Advisory meeting structure will be established to ensure direct consultation with all COR Certified companies.

These meetings will help guide program effectiveness, identify trends and help the program deliver value add safety services, all with the 'WORKSAFELY' promotion objective throughout the heavy construction industry.

We look forward to working with Nicole and having some very productive meetings with industry into the future!

Construction Law Seminar: Workplace Health & Safety

Jonathan Woolley and Scott Hoepfner from the Winnipeg based law firm, Thompson Dorfman Sweatman LLP will be presenting on workplace health and safety for the construction industry.

Details:

- » Tuesday March 1st 2011
- » 7:30 a.m. - 9:30 a.m.
- » Canad Inns - Polo Park
- » Ambassador M Room
- » Cost: \$35 per person

To register please call Christine at the MHCA office at 947-1379 or email her at christine@mhca.mb.ca



This Safety Talk is intended to bring awareness of workplace incidents and the measures to take to prevent recurrence. Print and review this talk with your staff, sign-off and post on a bulletin board. File for audit purposes (COR™ - Element #8 Training & Communications).

Winter Driving Safety - Speeding

Manitoba has its share of inclement weather and challenging driving conditions. Thousands of accidents each year are the result of driving too fast on ice or snow-covered roads.

Speeding can refer to travelling too fast for weather, road or traffic conditions - even if you aren't exceeding the posted speed limit.

According to Manitoba Public Insurance data in 2009:

- » Speeding accounted for 28 per cent of all people killed in a collision in 2009 and 14 per cent of all serious injuries sustained in collisions
- » There were 1,453 drivers involved in speed-related collisions resulting in 24 people killed and 646 people injured, including 53 with serious injuries
- » The majority of speed related collisions occur between the months of November through to March. Over the 2003-2009 period 20% of these occurred in the month of January
- » Drivers aged 16-24 are involved in speed-related collisions at a rate that is more than four times that of drivers aged 25 and older. The rate at which drivers are involved in a speed-related collision decreases with age with the youngest group (16-24) having an involvement rate more than eight times that of drivers over the age of 65.



Don't become a statistic. Reduce your speed and drive for the conditions.

Current Manitoba road and weather conditions can be found online at <http://www.gov.mb.ca/mit/roadinfo>

This is the first in a series of Safety Talks pertaining to Winter Driving Safety.

WORKSAFELY MHCA

Construction Safety Excellence™

Training Schedule

Register by:

- » Email: Heather DeJaegher at safety@mhca.mb.ca
- » Fax: 204-943-2279

REMINDER:
WORKSAFELY requires
 at least six people
 registered to deliver the
 course.

Cancellation Policy:

The **WORKSAFELY** policy states cancellation must be made at least two business days in advance, otherwise full course fee charge will apply.

FEBRUARY 2011	
February 7-8	COR™ Leadership
February 9	COR™ Principles
February 10-11	COR™ Auditor
February 15	Safe Work Procedures
February 16	WHMIS (1/2 day AM)/ TDG (1/2 Day PM)
February 17	COR™ Auditor Refresher (1/2 day AM)
February 18	Excavating & Trenching (1/2 day AM)
February 18	Flagperson (1/2 day PM)
February 18	First Aid 1 — CPR
February 22-23	Train the Trainer
February 22-23	Confined Space Entry Level 2
February 23	Prime Contractor

MARCH 2011	
March 7-8	COR™ Supervisory Leadership
March 9	COR™ Principles
March 10-11	COR™ Auditor
March 14	Excavating & Trenching (1/2 day AM)
March 14	Flagperson (1/2 day PM)
March 15	Prime Contractor
March 15	COR™ Auditor Refresher (1/2 day AM)
March 16	WHMIS (1/2 day AM)/ TDG (1/2 Day PM)
March 17-18	Train the Trainer
March 18	First Aid 1 — CPR
March 22-23	Confined Space Entry Level 2
March 25	Safe Work Procedures
March 28-29	COR™ Leadership
March 30	COR™ Principles
March 31 - Apr. 1	COR™ Auditor

UPCOMING COR™ TRAINING	
March 7-11	Thompson, MB
March 28 - April 1	Swan River, MB
March 28 - April 1	Gimli, MB
April 4-8	Brandon, MB

Customized training is available for your specific requirements.

Call the **WORKSAFELY** Office at (204) 947-1379 for more information.