

MHCA Heavy News

A Publication of the Manitoba Heavy Construction Association



How Manitoba Can Become a Major Trade & Economic Growth Destination

**The Asia-Pacific
Gateway Initiative**

**Manitoba International
Gateway Strategy**

**North American Super Corridor:
A Manitoba Growth Priority**

Understanding Public-Private-Partnerships

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Winnipeg's Role in the Mid-Continent Trade Corridor

**Public-Private-Partnerships as
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2008 ANNUAL MAGAZINE

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Message from the Chair



In one of the best headlines yet made about infrastructure, Martin Cash of the Winnipeg Free Press claimed that the "Transport Sector got its Sexy Back". When I first read the statement, I was struck by the expression and degree to which it aptly characterizes the profile and glamour that infrastructure has attracted in the minds of almost every politician and Canadian across the country. Although the paparazzi haven't quite caught on yet, let's hope they soon do. Imagine if you will for a moment, the most beautiful stretch of 4 lane divided highway that was ever conceived, anchored from coast to coast, wrapped in the

beauty and wonder of the Canadian landscape, with paparazzi flash bulbs popping off everywhere along its path. Instead of derisive campaigns that highlight the worst sections of road in a given province, Canadians could write stories about their experiences on a favorite stretch of highway.

The evolution of the automobile design has always created plenty of sex appeal over its history. Why couldn't this also happen to the transportation system upon which the vehicle drives?

Given the political attention to the importance placed on infrastructure, trade and economic growth one might go as far to say that we are now in the early stages of what could be best described as an infrastructure renaissance. That does sound sexy. If there is a concern at all with the recent grandeur that has come with ramped up improvements to infrastructure is the fact that the beauty of good planning and design must continue to be more than what can be seen and developed at ground level. We must not forget nor ignore the critical arteries below the surface that provide for the distribution of potable water, treatment of wastewater, the collection and conveyance of surface runoff, and the other services brought about by all other underground utilities, which when out of sight, can tend to slip out of mind.

Now more than ever, infrastructure is properly viewed as the key enabler to trade and economic opportunity. Infrastructure seen in this light is certainly sexy when you consider the enormous benefits that it brings to our every day life.

Gordon Lee, P.Eng., G.S.C.
MHCA Board Chair

Message from the President



The focus of this year's magazine is 'Trade, Transportation & Economic Growth.'

A number of significant public policy themes have emerged and are becoming entrenched as government priorities at all levels.

Infrastructure – whether core municipal or transportation systems – are finally being recognized as essential assets which underpin Canada's economy and quality of life.

Trade is the 'new mantra' for investment in Ottawa. The national government recognizes that Canada can improve her trade destination role and grow the economy built upon the ability to efficiently move goods by enhancing strategic investment in a seamless, multi-modal transportation system, based upon volumes, trends and emerging international trade pattern criteria.

In Manitoba, the Doer government is focusing on trade and transportation as economic enablers. Mayor Sam Katz recognizes that trade is an important opportunity to further expand Winnipeg's economy.

All of this spells growth in our provincial economy, and who could be heard to argue with that.

Chris Lorenc, BA, LL.B.
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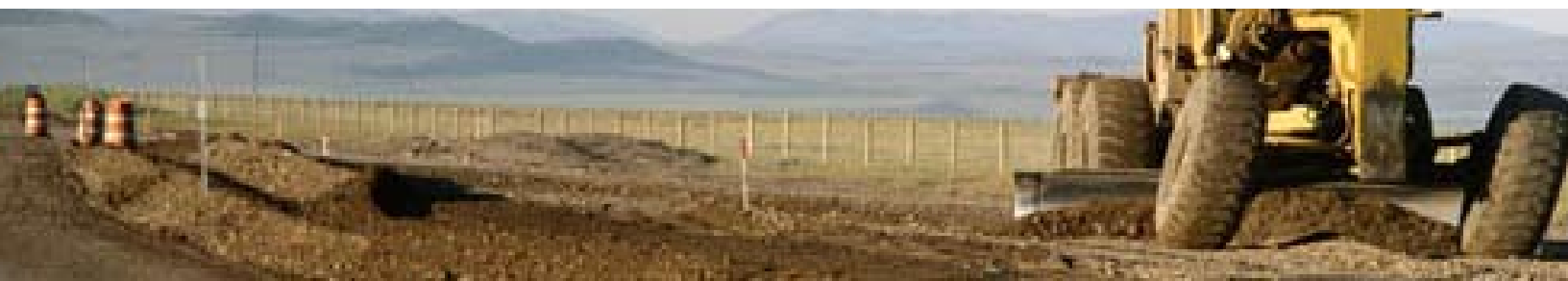
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TRANSPORTATION AND COMPETITIVENESS IN “BUILDING CANADA”



STRATEGIC GATEWAYS AND TRADE CORRIDORS

THE LONG-TERM PLAN FOR INFRASTRUCTURE OF CANADA'S NEW GOVERNMENT

The “Building Canada” plan will see Canada’s New Government invest \$33 billion between 2007 and 2014, providing more funding for Canada’s infrastructure, and for a longer period of time than any federal government has done since the Second World War. “Building Canada” will focus on projects of national importance for a growing economy, cleaner air and water and a better quality of life for Canadians.

The vital role of heavy construction to this national effort to restore Canada’s infrastructure is obvious, as funds are allocated for the core National Highway System, public transit and clean water and sewage treatment infrastructure. My colleague, the Honourable Lawrence Cannon, Minister of Transport, Infrastructure and Communities sees companies in the heavy construction industry as important partners in innovative public-private partnerships that can contribute to Canada’s collaborative, flexible and predictable approach to long-term infrastructure planning. Together, we have great confidence in the expertise you bring to both Manitoba’s current and future infrastructure growth and renewal projects.

A key priority in “Building Canada” is developing and exploiting major gateways and trade corridors to strengthen our economy. Why? Because as the most trade-dependent country in the G-8, Canada’s prosperity and quality of life depends on trade. And international trade has changed significantly in recent years. The rise of new trading blocs and economic powers have contributed to integrating global markets and accelerating global supply chains that depend on efficient, reliable and secure transportation systems.

This new reality drives our gateway approach. The seamless, secure and efficient movement of people and goods across modes and through transportation corridors and gateways will give Canadian exporters and importers a competitive advantage in the global marketplace. Connecting North America and the world will also connect Canadians with a range of economic opportunities.

The \$1-billion Asia-Pacific Gateway and Corridor Initiative (APGCI) was the first step in implementing this approach.

The Asia-Pacific Gateway and Corridor is a system of transportation infrastruc-

ture, including British Columbia Lower Mainland and Prince Rupert ports, road and rail connections that reach across Western Canada and into the economic heartland of North America, as well as major airports and border crossings.

We have moved very swiftly from words to action. Between October 2006 and June 2007, the federal and provincial governments and other partners announced Gateway and Corridor projects worth over \$2 billion, including federal contributions of nearly \$800 million.

APGCI projects will improve the inter-modal transportation system by increasing capacity; reducing congestion at key locations to facilitate Asia-Pacific trade; improving connections between modes; and enhancing efficiency, safety and security, and environmental sustainability.

Based on the success and the lessons of the APGCI, the federal government has released the National Policy Framework on Strategic Gateways and Trade Corridors. It will guide investment and policy measures in new gateway strategies in Central and Atlantic Canada. As a result, on July 30th,

Minister Cannon was pleased to sign a Memorandum of Understanding with his counterparts from Ontario and Quebec committing the three governments to working with the private sector on the Ontario-Quebec Continental Gateway and Trade Corridor.

The National Policy Framework lays out principles and objectives for gateway strategies. It affirms that the gateway concept is rooted in transportation infrastructure systems, but that an effective "system" approach requires more than public spending on roads and bridges. It requires that governments and private sector leaders collaborate on a coherent vision for addressing policy, operational, governance, security and investment issues. In this manner we will ensure that Canada takes full advantage of its transportation systems and its geographic advantages in order to strengthen our competitive position in international commerce.

More efficient transportation systems will also have less impact on our environment, consuming less energy and minimizing emissions. They will contribute to a better quality of life by improving safety and reducing congestion and other inconveniences to the communities through which increasing volumes of international trade must move.

The \$2.1-billion Gateways and Border Crossings Fund will support federal investments in gateway strategies over the next seven years.

Manitoba is already playing an important role in the APGCI as a transportation hub. In fact, \$33.25 million in federal funding has already been allocated to a strategic infrastructure project in Winnipeg. The Northwest Winnipeg Access Project will upgrade parts of Inkster Boulevard to a four-lane divided roadway with intersection improvements, rail overpasses, and interchange improvements at the Perimeter Highway along this key multimodal international freight transportation link. Improved access to trucking depots, the Winnipeg James Armstrong Richardson International Airport, and the CPR freight terminal will reduce truck travel times and increase the efficiency of the Gateway and Corridor system.

Manitoba will also benefit from other components of "Building Canada" that will fund large- and smaller-scale infrastructure projects over the next seven years across a range of priorities, identified jointly by the federal and provincial governments, that will grow our economy, clean our environment and build strong and prosperous communities.

The National Policy Framework on Strategic Gateways and Trade Corridors, along with regular Gateway project updates, timelines and funding announcements can be viewed from the Transport Canada website, www.tc.gc.ca - following the link to Gateway Connects.

Canada's New Government recognizes the importance of well-planned and well-built infrastructure. We are confident that Association members will be deeply involved in pursuing this Plan as key players in building a stronger, safer, better Canada.

The Honourable Vic Toews is President of the Treasury Board and is the Minister responsible for Manitoba.

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The Manitoba International Gateway Strategy (MIGS)

Positioning Manitoba for Trade & Economic Growth



Manitoba has historically played a significant role as a transportation and distribution gateway, first via water, and then rail, road and air transportation. This activity drove the development of the regional economy, and made Winnipeg a large and vibrant city. Transportation, as a proportion of provincial GDP, is of greater importance to Manitoba than any other jurisdiction in Canada. Manitoba's importance as a transportation centre in the future is dependent upon facing critical challenges to this role, and capitalizing quickly on evolving opportunities.

Manitoba possesses key attributes to be an effective North American global transportation gateway and as such, a key strategy for Manitoba is positioning itself as a transportation gateway into, out of, and throughout North America. To that end Manitoba is working on several strategic initiatives that seek to promote economic growth, and expand the Province's current strengths and capacity as a transportation hub and gateway. However, an integrated transportation system requires collaborative approaches among many different players.

The Manitoba International Gateway Strategy (MIGS) has been developed as an overarching integrated approach that will position the Province as a trade and transportation gateway of choice for national and international commerce. The strategy would encompass all current and future related initiatives under a "Gateway" umbrella.

The initiatives included under this Strategy are:

- 1) Manitoba International Gateway Council (MIG-C) (new) – the first step in this Strategy was to create the MIG-C, is comprised of industry leaders to guide the implementation, provide a unified voice for Manitoba's transportation community and function in an advisory capacity to government on transportation policy, planning and investment considerations as they relate to growing Manitoba's gateway status.
- 2) Winnipeg (Capital Region) Inland Port (new) – the vision is to develop a mechanism to co-ordinate activities, marketing, investments in, and operations of Winnipeg's transportation and supply chain system participants and assets, in order to improve efficiency and to position the Capital Region as an attractive transportation and value-added distribution gateway to and from the NAFTA marketplace.
- 3) Inland Marine Container Terminal (new) – this concept foresees an inland marine container terminal, primarily dedicated to the logistical support of Canadian west coast port traffic, to organize outbound and inbound marine container traffic at an inland Manitoba location, closer to the market points for the containers, rather than at congested port points.
- 4) Winnipeg Global Air Traffic Development (ongoing) – it seeks to enhance international air cargo traffic volumes and related value-added activity through Winnipeg, building on the advantageous location of Winnipeg in relation to burgeoning polar air routes, and the key asset of the Winnipeg International Airport.



HON. RON
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5) Churchill Gateway Development (ongoing) – an on-going effort to enhance and diversify international trade through our unique northern rail and sea-port assets. To support this trade gateway, Manitoba continues to work with its partners, such as the Churchill Gateway Development Corporation, on the development of a Marine Arctic Bridge through the Ports of Churchill and Murmansk (Russia).

6) International Mid-Continent Trade and Transportation Corridor (ongoing) - this initiative is designed to promote economic growth by facilitating efficient trade with the U.S. and Mexico through improved transportation, distribution, and border processing systems. This is achieved through strategic partnerships (i.e. Memorandum of Understanding (MOU) with Kansas City (KC) SmartPort) and projects (i.e. North American Facilitation of Transportation, Trade, Reduced Congestion & Security [NAFTRACS]).

Given these strengths and competitive advantages, Manitoba stands to gain from emerging global supply chain trends—such as burgeoning polar air routes and heightened container traffic flows from Asia—that are affecting the transportation and logistics sectors on a continental level. Enhancing multimodal integration and strengthening the efficiency, safety, security and sustainability of transportation systems is a key element of the National Policy Framework for Strategic Gateways and Trade Corridors. The Asia Pacific Gateway and Corridor Initiative was launched within this framework including about \$1 billion in federal funding. Manitoba's strategy is intended to advance our role within this western regional network as a gateway of choice for international transportation and trade which is essential to achieving the goals of economic growth and a better standard of living for all of Canada.



The Honourable Ron Lemieux is the Minister of Infrastructure and Transportation for Manitoba.



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Manitoba's Trade Growth Strategy

Located in the geographical heart of Canada and North America, Manitoba has always been a trading leader with strong transportation links that include land, air and sea.

Manitoba is one of Canada's most export-oriented provinces, with exports accounting for 62% of its economy, ahead of the provincial average of 60%. Manitoba is also unique in that it is the only province where exports are evenly split between interprovincial and international destinations. This balance provides a measure of stability during currency or financial market shocks and regional disparities in growth.

Interprovincial Trade

Manitoba's presence in both interprovincial and international markets is one reason the province has taken a leadership role in improving the flow of trade within Canada.

Over the past year, Canada's Premiers, as the Council of the Federation, have made significant progress in strengthening internal trade and building provincial economies. Manitoba Premier Gary Doer, along with Premier Shawn Graham of New Brunswick, led an effort that recently culminated in Premiers agreeing this summer to a national approach that includes a new dispute resolution mechanism with penalties up to \$5 million to help ensure that governments eliminate trade barriers. The plan also ensures that by April 1, 2009 there will be full mobility of workers across Canada.

International Trade

In 2006, Manitoba's foreign merchandise exports exceeded \$11 billion. As a percentage of Manitoba's GDP, international exports have grown from about 20% in 1992 to over 30% today. The United States is our principal trading part-

ner, absorbing about three quarters of our foreign exports, followed by China/Hong Kong, Japan, Mexico, Taiwan and Belgium. Within the U.S., Manitoba's largest export markets are Minnesota, Illinois, North Dakota and Michigan.

Manitoba is well-positioned to expand its trade with the U.S., through its location at the northern point of the Mid-Continent Trade Corridor. Through a network of highways and rail routes, the Corridor links major centres in the Midwest to the Southwest and into Mexico—thereby connecting Manitoba to a North American market of 100 million people. Manitoba works with Canadian, U.S. and Mexican governments and organizations to further increase trade and transportation along the Corridor.

Key initiatives underway include:

- improving transportation flow and security at the Emerson border crossing,
- participating in a project to design and develop IT infrastructure to support a Trade Corridor Management System
- leading a Pembina-Emerson border working group on customs and security issues.

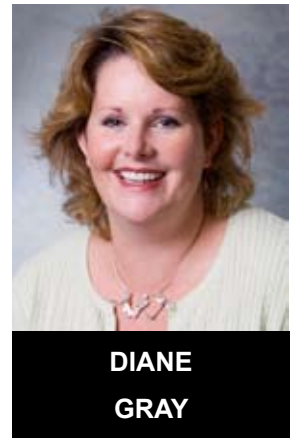
While it is important to maintain and expand our trade relationship with the U.S., it is also essential for our companies to diversify into new markets in order to sustain their growth. In recent years, China has emerged as one of Manitoba's leading export markets, with exports there more than tripling between 2000 and 2006.

To fully capitalize on this opportunity, Manitoba is working with the federal government and other provinces in the Asia-Pacific Gateway Initiative (APGCI), whose goal is to establish a western Canada transportation network as the best route between North America and Asia. The APGCI seeks to improve efficiencies along the whole supply chain, which may include the development of inland ports.

The federal government recently announced funding for infrastructure projects that support this initiative, including \$33.25 million for Winnipeg's Inkster Boulevard, an important trucking route, Winnipeg's James Armstrong Richardson International Airport and Winnipeg's CPR intermodal terminal.

International Strategy & Manitoba Trade and Investment

Recognizing the importance of trade to Manitoba's economic growth, the Province developed an international strategy, Reaching Beyond Our Borders, which provides a framework for achieving prosperity targets. It outlines three key objectives:



**DIANE
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- To bring a corporate, focused, and strategic approach to international activities.
- To promote Manitoba's capabilities, strengths, and advantages internationally.
- To share our expertise with international partners and advance global interests.

Manitoba is one of Canada's most export-oriented provinces, with exports accounting for 62% of its economy, ahead of the provincial average of 60%

Reaching Beyond Our Borders identifies a number of strategic initiatives for the advancement of trade and investment, lead by Manitoba Trade and Investment Corporation (MTIC), a provincial agency. MTIC supports the building of Manitoba's economy through increased exports and investment. MTIC's international trade development activities concentrate on new exporter development and trade promotion with a two-fold purpose: to increase the number of Manitoba companies that export and increase market diversification by existing exporters.

Through the Exporter Development Initiative, MTIC's international business officers work closely with small- and medium-sized companies to assess their preparedness for exporting. Officers provide market intelligence, information on international business opportunities and foreign contacts. They also provide links to international buyers through targeted incoming missions, and support Manitoba companies' participation in outgoing trade missions and trade shows. The Trade Assistance Program supports companies' participation in recognized trade shows and provides assistance for the development of promotional materials and websites for international trade.

MTIC organizes its activities by geographic market and industry sector. Trade officers have responsibilities for specific geographic markets, and provide companies with information and intelligence for these markets, as well insight into the business culture in each of these countries and regions. Priority markets include the U.S., Mexico, India, Brazil, Australia, China, Japan and the European Union.

Market knowledge is supplemented by Manitoba's foreign representatives in China/Hong Kong and in Western Europe. MTIC trade officers also have a responsibility for one or more priority sectors, which include: aerospace, agriculture, agri-food, building products, advanced manufacturing, ICT, environmental industries, life sciences and new media. Officers work to identify companies with export potential and also companies who are looking for opportunities to diversify to other markets.

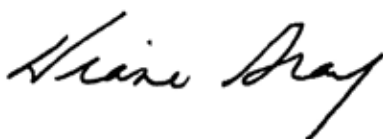
Manitoba's Economy Today

Recent results demonstrate the benefits of a well-formulated strategy. In 2006 in Manitoba:

- Real GDP grew by 3.1%, its strongest growth since 2000.
- Manufacturing shipments grew by 5.1%, to \$14.2 billion—the second-highest rate among the provinces.
- Capital investment increased 14.2%, also second-highest in Canada.
- International exports increased 12.3%, compared to a 0.7% increase in Canada, with exports to the U.S. up 13.6%, compared to a 1.9% decrease for Canada overall.

To date, 2007 has brought more good news. Forecast real GDP growth at 2.8% exceeds the forecast for Canada. Manufacturing shipments increased 14.5% in the first six months, while Canadian shipments rose 0.2%. Capital investment is projected to increase by 11.3%, second-highest among provinces. And exports to June 2007 increased 22.6%—substantially higher than the 5.1% national increase.

Manitoba companies recognize that they must look beyond their immediate market. They have proven that they can compete both nationally and internationally. The Province's strategy is to provide our business community with an environment that stimulates development and growth, and support international activities—thereby ensuring that the world remains Manitoba's marketplace.



Diane Gray is the Deputy Minister of Federal, Provincial, & International Relations & Trade



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Mayor's Trade Council

Winnipeg has been engaged in activities related to enhancing its presence as a transportation and logistics centre within the Mid-Continent Trade Corridor, complementary and supportive to Manitoba's efforts for over a decade. The primary focus of these activities over the past decade has been to build the awareness of Winnipeg's transportation and trade facilitation capabilities in terms of north/south trade and to develop partnerships with strategic cities along the corridor such with Kansas City, Missouri.

For Manitoba/Winnipeg, trade with the United States is our main export market. However global trade patterns are significantly changing caused primarily by the explosive growth in Asia-Pacific country economies - particularly China and India. These changing trade dynamics are causing geographic realignment and reprioritization of trade routes to respond to economic growth. Within these changing dynamics, western Canada and Winnipeg, Manitoba at its eastern terminus can potentially capture new economic activities associated with trade and resulting value added activity.

It is clearly recognized that a city has little influence on global economic factors and macroeconomic conditions. The city's capacity to directly influence trade between companies is limited, however, the ability to identify and position transportation and technology infrastructure assets to better facilitate trade is significant.

With this in mind Winnipeg's Mayor Sam Katz, announced in early 2007 that he would create the Mayor's Trade Council to develop recommendations for the City of Winnipeg around trade facilitation and transportation infrastructure.

The Council began its work in June, 2007 and is made up of eight members from the private and public sector. The Council has been given an eight month mandate to examine the emerging trade opportunities, consult with private and public sector stakeholders whether local, provincial, regional or national, and develop a collaborative strategy mindful and supportive of the Manitoba International Gateway Strategy (MIGS). These efforts will attempt to address the challenges of strategic multi-modal transportation system planning, investment and funding options that have the best chance of platforming economic growth for Winnipeg around expanding trade opportunities.

The Mayor's Trade Council recognizes that cities are Canada's economic engines and the recognition that cities need to play a collaborative role with the two senior levels of government and the private sector in the area of trade facilitation and transportation infrastructure. Similarly city governments also have an opportunity to play a role in identifying actions which they can undertake in terms of policy and investment that contributes to strategic positioning of physical assets and the decision making process that manage those assets.

The role of the Mayor's Trade is to provide recommendations that can address the areas where the city has the greatest capacity to implement action collaboratively with the private sector and other levels of government, such as on infrastructure investments and raising market awareness. The objective is to lay out strategies where City policies have some influence, where the City can help build city-to-city trade relations, and where the City can plan and prioritize long-term transportation infrastructure investments in partnership with other levels of government and the private sector.



Industry plays the valuable leadership role in building the capacity of the community in terms of trade and commerce. The Council through its process views private sector input as integral to the Council's ability to formulate the right recommendations so as to ensure that actions stemming from those recommendations can realize the right mix of public/private partnerships.

The work of the Mayor's Trade Council is part of developing strategies and priorities that support the new long-term Economic Opportunity Framework for the City of Winnipeg 2006-2015.

The Economic Opportunity Framework's five basic guiding principles are relevant to the Mayor's Trade Council's work in developing strategies around trade opportunities.

- Focused, sustained, long-term approach
- Building on community strengths and assets
- Prioritizing investment and policy decisions



- Accountability for action
- Partnerships and shared responsibility

As noted in the City's Economic Opportunity Framework:

Changes occurring now are greatly affecting business. Cities have to be constantly aware of changes because we cannot respond to such change without better understanding change. Many of our companies are battling in international markets. They are our best source of helping find ways to adjust to changes. This is why the private sector needs to be more actively engaged and supported by our community. People's jobs and income and government's tax revenues depend upon how our businesses compete in external markets and on the investments and expansions they undertake locally.

The Council's intention is to deliver a report with recommendations built upon the following areas:

- (1) Focus on United States, Asia Pacific and other international trade opportunities and positioning Winnipeg on trade and transportation matters, nationally and internationally.
- (2) Continuing to build city-to-city relationships in the Mid-Continent Trade Corridor and identify strategic interests in other select international cities.
- (3) Supporting the Province's Manitoba International Gateway Strategy.
- (4) Identifying strategic future investments for Winnipeg, Manitoba in terms of transportation and trade projects for all levels of government to consider.
- (5) Highlight funding options for transportation and trade infrastructure, including public-private partnerships.
- (6) Identify trade-related investment priorities for the City's long-term capital planning.

Winnipeg will either recognize the emerging global trade patterns, move strategically to meet them, or watch others reap the benefits. The economic future and growth potential of this City is dependent on the ability of a seamless and efficient multi-modal transportation system to facilitate trade, leverage private and public sector strategies that capitalize on our inherent strengths and establish a clear direction for growth.

"It is an honour to have been asked by the Mayor to chair the Council. It is our collective ambition to present the Mayor and Council with a series of practical, sensible, realistic recommendations which add to the overall economic objectives of making Winnipeg truly a 'City of Opportunity.'"



Chris Lorenc, BA, LL.B is Chair of the Mayor's Trade Council.



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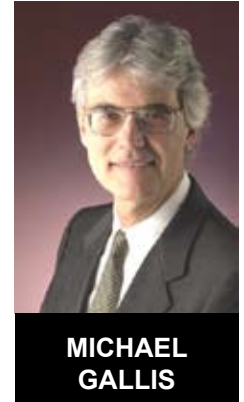
Could the 21st Century be the CANADIAN CENTURY?

It is widely agreed that the 20th century belonged to America, and many believe that the 21st century will be led by China. It appears that the 21st century also may belong to Canada. Could this become a reality? If so, what is the role of transportation infrastructure in making this a reality? These key questions need to be broadly discussed across Canada.

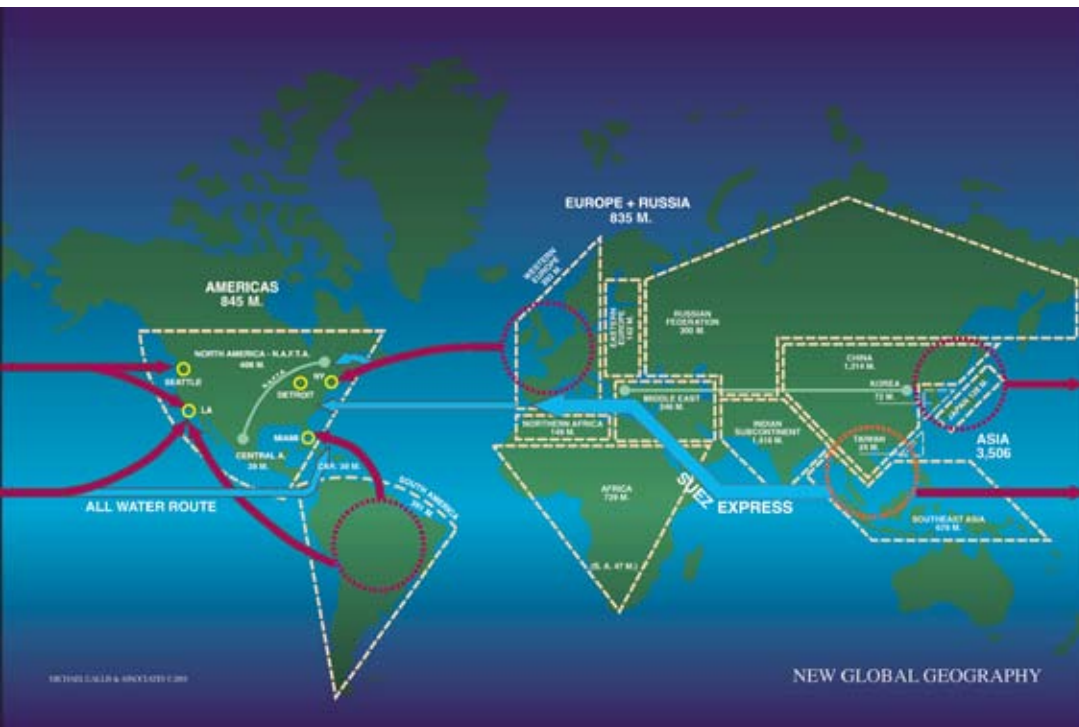
China's rise to dominance in the 21st century will be based on its gigantic population, large low-cost labor pool, energetic economy and strategic government framework supporting growth in multiple areas of technology. Despite these advantages, China is still a large and unwieldy behemoth in the early stages of modern development. Canada by contrast

sought out by China and India as these important emerging economic powers scour the earth for materials to develop their nations. As China, Russia and India continue to develop a consumer economy, the demand for resources and an even wider range of goods and services will increase. As a global economy emerges, the passenger and freight patterns are now responding to multiple scales of demand from global to national and then to metropolitan.

Canada, like the US, is an "Island



MICHAEL GALLIS



'The discussion of a regional strategy for Western Canada should be enlarged to become a discussion of a national strategy if Canada is to thrive in the 21st century'

has several strategic advantages. First, it is one of the world's most resource-rich nations and its resources are in high demand. Second, unlike the majority of resource-rich nations in the third world, it has a highly skilled labor force, well developed entrepreneurial culture and diverse economy. This combination places Canada in one of the most – if not the most - favored economic positions among nations today. In addition, Canada's remarkably stable government and a private sector with a long history of working together offer an advantage in navigating the political pitfalls and social unrest that is plaguing the rest of the world.

Throughout the 20th century, Canada's principal trading partner was the US. Today, Canada's resources are being

"Nation" in the global marketplace. Located in North America, with only 6.7% of the world's population and 32% of world GDP, Canada is separated by two oceans from the massive markets of Eurasia and Africa with 86% of the world population and 68% of GDP. The issue for Canada will be how to develop the kind of trade and transportation infrastructure that can efficiently bring its resources and products to world markets.

The transportation system in the US and Canada began to develop with the railroads in the mid-19th century. Transportation planning itself developed in the 20th century as a reactive process focused on solving problems of congestion or safety, rather than proactively producing urban



growth patterns, economic results or reducing environmental impacts. Today, these parallel systems reflect the patterns and economic relationship of the 20th century - not those that are emerging in the 21st century.

The central problem for North America is that both Canada and the US resist the development of a national transportation strategy as the states and provinces see it as taking away of their rights. The transportation infrastructure in the US and Canada is large and well developed but was developed on a mode specific basis, is highly fragmented and is not integrated to deliver the kind of performance required in the century ahead.

While the US is not presently focused on its infrastructure needs, a new dialogue has begun in Canada. The Minister of Transportation and Infrastructure, Ron Lemieux, has recognized that creating the kind of effective transportation system needed to reach global markets requires a regional approach. In his outline of transportation goals for western Canada, he states the need to recognize that all the western provinces are components of a larger pattern of movements that are being generated by growing international trade.

The discussion of a regional strategy for western Canada should be enlarged to become a discussion of national strategy if Canada is to thrive in the 21st century. As Minister Lemieux pointed out, "Canada is five times more dependent on foreign trade than the US." This has clear implications for the future of Canada and the development of the kind of transportation system required to support it. As China grows to become the largest economy in the world and Asia comes to represent over half of global GDP, if Canada can deliver with an efficient multi-modal system capable of bringing its resources and products to world markets, the 21st century could well become the Canadian century.

Michael Gallis and his firm, Michael Gallis & Associates Inc., have received numerous awards, and was the opening keynote speaker at the 2006 NASCO Conference held in Winnipeg.



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Strategies for Economic Growth in Western Canada

Many groups and organizations have been urging Canadian governments to adopt a long-term, strategic approach to transportation infrastructure in Canada. In so doing, they can draw from potentially deep wellsprings of support among the Canadian public. However, they are also encountering new challenges that, at least at the margins, make a strategic approach more difficult. Let me explain by turning first to the potential wellsprings of support.

At this time in the early fall, the draw of the open road becomes almost irresistible. There is something in our blood that calls out, that makes us think about tooling off down the highway, the air blowing through our hair (OK, I'm imagining the hair bit!), and the road stretching out to the horizon.

This siren call of the road speaks to a deeply embedded part of the Canadian experience. It speaks to our contradictory needs both to cut the immense size of this country down to something that we can touch and feel, and also to immerse ourselves in the sheer scale of the Canadian geography, to come to grips with a vast country that is too big to be experienced locally.

In either case, ease of transportation has become one of the key defining elements of our quality of life. When I was growing up in northern British Columbia, quality of life was measured by a very simple metric, and that was the length of time it took to drive down to Vancouver. First it was 18 hours, then 15, and now less than 10. In a very real, quantifiable way, life got better.

And, quite apart from our psychic need to sail across the landscape, our transportation systems have been vitally important to our economic prosperity. Western Canada is a trading region within a trading nation, and our air, sea and land connections to foreign markets are the arteries of the regional economy. We cannot eat all that we produce, or consume the natural resources that drive our economy.

The West is not and cannot be an island in the global economy. We must be connected, and this means not only planes, trains and automobiles but also the rails, airstrips and highways on which they run. Our transportation system provides the frame upon which we hang the regional economy.

In the past, our transportation hubs were found at the heart of our commercial and social lives. Train stations were located at the very core of our cities, indeed even defined those cores as they still do in Europe today. The transportation connections to the rest of the country and the world were highly visible; Canadian cities sat at hub of their own transportation networks, and no one questioned the importance of transportation infrastructure to their lives even if the

word "infrastructure" itself was never uttered.

Given all of this, it is interesting to note that the central role of transportation in our economy and quality of life is being called into question. Transportation systems mix uneasily with urban lifestyles, and few urbanites look favourably on the lifeblood of commerce if that lifeblood is moved through large trucks or freight trains. Train stations in the heart of our cities are looked upon as opportunities for urban renew, as sites for shopping malls and trendy restaurants, and certainly not as places where trains themselves should intrude.



**ROGER
GIBBINS**

“Our pleasure at driving along open roads becomes constrained if we begin thinking about the price of fuel and, more importantly, our carbon footprints”

On another front, our pleasure at driving along open roads becomes constrained if we begin thinking about the price of fuel and, more importantly, our carbon footprints. Travel as a form of pleasure seems increasingly inconsistent with our new environmental sensitivities.

If our transportation horizons expand beyond the West, if they stretch to Europe and southern vacations, the niggling concerns about that footprint become more pronounced. Thus we are encouraged to buy carbon offsets when we travel, to pay for our sins just as early Christians paid indulgences to the church. And, just as in the early days of the church, it may only be the rich who can afford to travel and sin, the rock and environmental superstars who have the financial wherewithal to buy offsets for their private jets.

This change of direction also extends to our economic lives. We are told, for example, that we should try to reduce our carbon footprint by buying our food locally, drawing from



perhaps a 100 mile radius of where we live. Transporting fresh food across thousands of kilometers is seen less as a technological marvel and more as a moral transgression. That fresh Hawaiian pineapple or just ripe Mexican avocado is analogous to the apple in the Garden of Eden, fruits that we enjoy at risk to our immortal souls.

Now, put aside whether any of this makes environmental sense, for some have questioned the math of local preferences and import substitutions. The important thing in the present context is that we are being encouraged by those with climate change and global warming concerns to reduce our imports and, logic would suggest, also to reduce our exports. The message is to turn inwards, to contract our horizons, to live, work and recreate within local communities.

This line of thought, however, runs against the grain of the western Canadian culture and experience. We are, for better or for worse, a society of travelers and exporters, a society that embraces the world and tries to cut it down to size through complex transportation systems. We trade not over the neighbour's fence, but across oceans.

The reinterpretation of travel and its underlying transportation infrastructure as a sin therefore radically challenges the western Canadian culture in which ease of

transportation is such an important indicator of quality of life and such an important driver of economic prosperity.

It is important, therefore, that we do not accept too readily that travel and trade may be modern day sins. In our past, they have not been. If they are in our future, that future could well be poorer in so many ways.

Hence the need to advance a strategic point of view on transportation issues, to convince Canadians that our transportation systems serve rather than threaten key social values. While everything possible has to be done to reduce the environmental footprint of those systems, Canadians also need to understand that both our economic well-being and quality of life depend on our ability to move goods to markets and, yes, to feel the thrill of the open road.

At heart, we are travelers in a vast land. We cannot be otherwise.

Roger Gibbins is President and CEO of the Canada West Foundation, a public policy research group based in Calgary.

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The Road to Prosperity

The Economist expects the global economy will be two-thirds bigger by 2020 depending on the pace and extent of globalization. From Canada's perspective, however this is not the most important story. Two key points are worth considering.

First, world trade is growing much faster than global economic output, primarily due to global production and the corresponding increased flow of goods and services. The result is that trade growth could be about three times the growth in global production if the pattern between 1990 and 2000 is repeated. Second, economic power is being redistributed to Asia. British Columbia's recent Asia Pacific Initiative views the rise of the Pacific economy as "the most important global economic transformation of the 21st century."

As a trade dependent nation, we have much to gain—or lose—from these trends. The Western Canada Transportation System (WCTS) that includes the Pacific gateway ports in British Columbia and the network of highways, railways, airports and border crossings spanning all of the western provinces, has a big role to play in our success. This system is located at the crossroads between the vast markets of Asia and North America and will have a major impact on Canada's economy, productivity and competitiveness.

Momentum is building

The need for a world-class transportation system was articulated by the four western transportation Ministers in the Western Canada Transportation Infrastructure Strategy for an Economic Network (March 2005). This landmark report called for a more coordinated, strategic multi-modal approach to infrastructure revitalization based on clear investment criteria. The goal is to ensure the transportation infrastructure that underpins international trade receives the public/private funding it deserves as an economic enabler.

The western Ministers' initiative provided a template for the Council of the Federation's Looking to the Future: A Plan for Investing in Canada's Transportation System (December 2005) that was endorsed by every provincial and territorial premier. This report called upon the federal government to participate in developing a new national transportation vision and make transportation infrastructure investment a top priority.

The federal government recognized the importance of building modern infrastructure to ensure the seamless flow of

people, goods and services as one of the five pillars of its Advantage Canada economic plan. The Asia-Pacific Gateway and Corridor Initiative announced in 2006 and the \$2.1 billion fund for gateways and border crossings in Budget 2007 are also evidence of the government's commitment to infrastructure development.

Reliable, efficient transportation is critical for success

Today, global customers have the opportunity to source from the best the world has to offer in terms of companies, skills, technology and manufacturing excellence. Modern manufacturing is customized, automated, precise, and increasingly integrated into the global system of production. As well, emerging markets in Asia, have an insatiable demand for our natural resources. Global business networks and supply chains make the ensuing trade possible.

Competition is increasingly among global supply chains, not merely among companies. Success depends on being innovative, agile and responding to rapidly changing and stringent customer needs. Therefore, reliable and efficient transportation is critical to Canada's trade competitiveness and performance on the world stage.

We're actually becoming more dependent on transportation as population and global output increase. Transportation has a profound effect on whether goods reach customers on



DAVID
COLLEDGE



time, in the right quantity, and in good condition. Commercial transportation accounted for \$45.8 billion, or 4.3% of the Canadian economy in 2006 according to Transport Canada. However, as much as one-half of our economic output—from agriculture and food to forestry, mining, manufacturing, construction and energy—and all of our imports, depend on transportation. At the local urban level, investments in public transportation can create more eco-friendly, sustainable communities, or transit villages, that combine dense new neighbourhoods around train and bus systems.

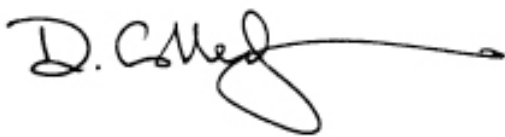
We must act now

Some existing/potential trading partners (our customers), particularly in Asia, do not think that our transportation system has the quality and capacity to provide reliable service on a consistent basis. They wonder if Canada is really open for business. We must act now to expand capacity. Infrastructure investments are needed across all links in the supply chain in a timely, coordinated manner. This means port terminal expansion cannot be delayed and connecting roads, rail lines and airports must keep pace or we'll only be as good as the weakest link.

The Western Canada Transportation System (WCTS) group is carrying the momentum forward. The group champions an "integrated, internationally competitive, efficient, sustainable and secure multi-modal western Canada transportation system to support a healthy economy, environment and quality of life for Canadians." Working together with governments and the private sector, the group is well suited to provide leadership in the education of and promotion to the public and the media, the key role that transportation plays as a platform for economic growth. The WCTS group's goals are also consistent with and support the federal government's Asia-Pacific Gateway and Corridor Initiative.

However, there is still much to do. Some 60% of our highways, bridges, interchanges and ports are more than 40 years old and nearly 30% are over 80 years old. Canada's three levels of government alone own some \$160 billion in infrastructure (transportation and other). The Canadian Council of Professional Engineers estimates that \$80 billion is needed over the next 20 years to bring this infrastructure up to modern standards and to build new structures to accommodate population growth. In western Canada, approximately nearly one-half of the unfunded infrastructure needs are in transportation.

It's a huge challenge. The scale is similar to some of the great transportation feats in Canadian history that helped provide the basis for the economic strength we enjoy today. Once again bold action and massive investments are needed to set us up for another century of success. Transportation infrastructure should be viewed as a strategic national asset. A visible long-term funding plan and appropriate policies must be created to foster investment and modernization of the network. Our competitors are not waiting. Why should we? The future well being of Canadians depends on it!



David Colledge is president of Colledge Transportation Consulting Inc. (CTC), a transportation planning, policy and research company located in Surrey, B.C.



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Manitoba was at the heart of a global trading system long before Daniel Boone ventured west of the Alleghenies. Winnipeg or Fort Garry and the related system of outposts dominated trade in the heart of the continent for centuries. When Canada was in its infancy, Winnipeg was the Gateway to the West. Today Manitoba continues to adapt to a changing world and thrives by using its location to trade east, west, north and increasingly south.

Trade external to the province has grown by more than forty percent since 1998. Agriculture, transportation, mining and energy continue to be important but manufacturing plays a significant role and is increasingly complemented by financial, educational and other services.

The East-West connection was dominant for decades but as the role and nature of international trade changes, the geography of Manitoba has resulted in the increasing importance of trade and other linkages to our southern neighbour. Since 1998 Manitoba's trade with the United States has risen from just over \$6 billion to more than 8.5 billion, an impressive increase of 41.5 percent. Trade between Manitoba and the United States represents 75.8 percent of our total exports.

The geographic location of Manitoba allows it to play an important and growing role in connecting industries and regions of Canada to the United States. Three major railroads complement the East-West orientation with important connections to the South. Trucking has become a dominant industry building on the opportunities of geography.

The development of the global trading and logistic system has at times challenged the location of Manitoba. Our poten-

TRADE: The Epicenter for Growth in Manitoba's Economy

BY ART DEFEHR AND JIM CARR

tial status as the "Chicago of the North", for example, was blunted by the construction of the Panama Canal. On the other hand, the recent advent of the container and the emergence and growth of traffic between Asia and North America has created new patterns and opportunities. The construction of a container port in Prince Rupert and the continuing developments in Vancouver create new trading routes as the rail lines that traverse Manitoba become the most effective connection between Asia and the heart of North

America. This will create new opportunities for industries and complementary transportation systems along the route.

Manitoba has formed the Manitoba International Gateway Strategy (MIGS) to take advantage of these emerging trade patterns that include the Asia-Pacific Gateway as well as the Port of Churchill and the Winnipeg James Richardson International Airport.

Manitoba has always been aware of its strategic location and is active in initiatives and organizations that study and promote these emerging opportunities and challenges. The North-South mid-continent corridor potential is the key focus of NASCO (North American Super Corridor), an organization that connects industries and communities along its path for the purpose of developing and promoting synergies and maximizing opportunities.

Premier Doer has been unusually active and effective in developing relationships with counterparts in the relevant American and Mexican states running south all the way to Manzanillo on the Pacific Coast.





The Business Council of Manitoba, representing leading Manitoba companies, has taken on a leadership role in nurturing relationships among business and political leaders within the provinces and states along the mid-continent corridor. Members of the Business Council were active participants in the leadership summits that took place in both Gimli and Fort Worth in recent years.

Transport systems have changed from the canoe and railway to highways, container trains, air and electronics but geography continues to play an integral role in Manitoba's economic development. The opportunity to connect Asia to North America by air cargo is again being studied and shows promise. The nature of inter-modal transport creates possibilities to add value to containers passing through our province – an opportunity that has great potential for industry, related transport systems and increasingly for export back to Asia.

Trade is substantially a function of geography and the robustness of the transportation linkages. However, trade also depends on the vitality of industries to create products that can ride the roads and

the rails. Manitoba has an unusual diversity of companies and industries that compete effectively in many sectors. Increasingly, these industries are dependant upon the effectiveness of the transportation systems to give them reach.

Although the transportation linkages are strong, they also reflect the pressures of our time. The cost of energy, increasing rigidity at the border, the limited competition in areas such as rail may result in cost or other barriers that limit the ability to trade.

Manitoba is at the heart of many transport linkages but in some cases its products must travel to distant destinations. Cost, access, frequency and other elements of service determine the ability of Manitoba products to compete in North America and the world. For this reason it is important that the Manitoba Government, industry associations and companies themselves play an active role in developing strategies and policies to enhance the transportation linkages and assure they are effective.

We need to play an active role in the development of an Asia-Pacific Gateway strategy, competition policy on the rails, access to intermodal systems through inland terminals, the development of excellent road systems, security and other border issues and all cost factors related to transportation.

Manitoba is also affected by developments in international trade related to agricultural polices, free trade and other tariff negotiations and impediments to the free flow of goods. Though Manitoba's voice is only one among many, and the problems to be solved often seem intractable, it is in our interests to promote access to all markets, near and far.

Manitoba is a minor player in the global scheme of things yet it occupies an important location on the path between many places. This creates opportunities for trade and in fact trade with distant places which will be essential to the ongoing success of our province. The quality and effectiveness of transportation links are essential. Our governments and industries need to devote considerable effort to assure that these linkages remain effective and adjust to accommodate emerging trade patterns.

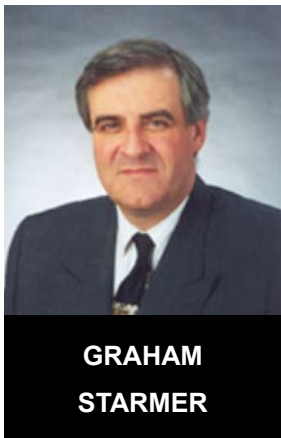
Manitoba's story is one of successfully adapting to natural trading patterns. There is every reason to believe that our future will depend on the modern version in equal measure.

Art Defehr is President and CEO of Palliser Furniture, a past chair of the Business Council of Manitoba and co-chair of Manitoba's MIGS council.

Jim Carr is President and CEO of the Business Council of Manitoba.



The Destiny We Choose: Making Manitoba a 'Have' Province



Have you ever felt there are too many reports about the challenges we face (infrastructure, the skills gap, commercialization etc) gathering dust on the shelf? Too

many conferences on these issues that seem to go nowhere? Too many committees that just spin their wheels?

Have you ever noticed that when economic statistics like employment growth or migration are bad government sweeps them under the rug or says they are just part of a general trend that is confronting other jurisdictions; but when the numbers are good it issues a media release claiming credit?

Have you noticed a general listlessness when it comes to the future of Manitoba? More and more people seem disengaged or resigned to Manitoba being a 'tweener' province. And if there is any debate too often it is about whether we are moving forward at all as opposed to whether we are moving forward in a way that maximizes our potential.

If any of these concerns resonate with you then the Manitoba Chambers of Commerce feels your pain. So much so that in 2006 it held a strategic retreat to see what it could do to fulfill our vision of making this the best place in which to live, work and raise a family.

During the strategic retreat we talked about the notion of Manitoba being a "have-not" province from the very strict perspective of being a recipient of federal government economic transfers. We also recognized that the terminology involved more than just being a recipient of federal funds; it included our own personal attitudes towards Manitoba.

As a result we developed an overarching strategy to lead and engage Manitobans and organizations to develop a vision, a strategy, and an implementation plan to make Manitoba a 'have' province.

We recognized that using the term 'have' was probably a challenge. We knew for example that a group would say we are not 'have' until we are contributing to equalization transfers to other provinces. There would be others who would say "this term 'have' means so many things to so many people, you won't ever get a handle on what you are trying to accomplish."

But when we tested the term it created positive energy, something people wanted to aspire to. It seemed to be a 'call to arms' that inspired people to begin using words like "fulfillment", "contribution" and "potential", and realize that our success rides on the choices we make. We realized that it doesn't really matter what the strict definition of 'have' is. What matters is what it conjures up in our minds and our attitudes when we put it forward.

We developed a three-pronged framework to guide us as we seek to build on this 'have' notion.

The first prong, "The Courage to ask

the Tough Questions", is about the power of the right question - asked with courage, candor, and a commitment to the truth - to point us in the right direction. In part, it is a call for fact-based decision making. It is also a call to challenge the status quo with questions like "Have you reached your potential?", "Do you friends and family want to stay in Manitoba because they have the best opportunities here?" and "Does Manitoba have a long-term strategy that will help you, your business and your community thrive?"

The second prong talks about a "Commitment to a Common Vision". It calls on each and every one of us to rally around the principles and values we believe resonate within us all. It is a vision of opportunity and responsibility where:

- All Manitobans have the opportunities they desire, take responsibility, and are dedicated to dignity, independence and prosperity;
- Government is focused on a long-term strategy that promotes opportunity, helps the disadvantaged, and measures progress in a consistent and candid manner; and
- Businesses are successful and committed to high ethical standards, the vitality of communities, prosperity of employees, and the sustainability of the environment.

The third prong commits to a "Course of Action", because this can't be a road to nowhere, it has to yield tangible change. For example, everyone needs to take their own steps towards the vision. Collectively, we will seek out and find common ground, create initia-

tives that add momentum to Manitoba, measure our progress, celebrate our successes, and learn from failures as we go. The Manitoba Chambers formally launched the 'Have' Province initiative in January 2007 with a media blitz, a website (www.haveprovince.com), 15 'Have Province' champions for each of Manitoba's major sectors and regions, the creation of the Manitoba Research Institute, and an attitude survey.

The idea for an attitude survey came from Ontario's Institute for Competitiveness and Prosperity. The Institute had been tasked with figuring out why Ontario's productivity was lagging certain peer U.S. States. Logically enough, the Institute started with "attitude", developing a survey specifically designed to gauge how Ontarians felt about key elements of productivity: business, profits, competition and risk-taking.

When the Institute graciously agreed to allow us to use the survey we added some questions about benchmarks and away we went. The response was overwhelming. Over several months more than 1,100 Manitobans from all walks of life and across the province completed the survey.

The results so far? Manitobans' attitudes either matched or surpassed those in Ontario and the U.S. when it came to risking-taking, business, competition, innovation and prosperity.

More than 90% of the Manitobans surveyed indicated it is important to continually try new things and 80% said businesses should continually innovate even at the risk of failure.

Good news indeed given that these values and attitudes will be the foundation for achieving the goals of our 'Have' Province agenda. Of course, the real 'meat' of the survey results is figuring out where Manitoban's attitudes diverge from Ontario and the U.S. and why.

For example, the sample from the U.S. and Ontario preferred jobs with security over a high salary, whereas Manitobans were the exact opposite. Is this giving us a signal about our labour market? Does this mean Manitoban's have security in their employment and therefore take it for granted, or does it mean that wages are so low that salary increases are the number one desire even though it may come with enhanced insecurity? Or does it simply reflect that we are greater risk takers?

The results to date are available at www.mbchamber.mb.ca. See what you think. If you haven't already done so, please fill out the survey at www.haveprovince.com.

We have also embarked on a sweeping consultation seeking feedback on the 'Have' Province initiative and ideas as to how we can best judge Manitoba's progress towards fulfilling its potential. Other efforts in support of the 'Have' Province include a collaboration to promote the Canadian Human Rights Museum and a Partners for Prosperity roundtable that built a bridge between the 'better job' dreams of low income Manitobans and the skills gap challenges facing business.

The best part of the 'Have' Province initiative is that it doesn't lay everything on the doorstep of government. It calls on each and every one of us to become what we have it in us to be, as individuals and as a community.

They say the best way to predict the future is to make it happen – it's time we shaped our destiny.



Graham Starmer is the President of the Manitoba Chambers of Commerce.



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Winnipeg's

Role in the

Mid-Continent

Trade Corridor



From the Pacific to the Atlantic, from Canadian Arctic down through the Gulf of Mexico, Winnipeg is a hub that connects North America. Moving goods, services and people by air, rail, water, road and intermodal, Winnipeg has been a centre of trade and transportation since it was a meeting place of two major rivers more than 6,000 years ago.

Winnipeg has approximately 28,000 jobs in the transportation sector and has more jobs per capita in transportation services than any other major city in Canada. Well serviced by air, rail and truck transport and with access to the port of Churchill in northern Manitoba and major ports on the west and east coasts, Winnipeg provides seamless, efficient intermodal transportation throughout the continent. Over 2,000 transportation companies do business in this city of over 700,000 people – Canada's largest city between Toronto and Calgary. Winnipeg is also the largest bus manufacturing centre in

Canada and the United States.

Several of Canada's largest inter-provincial truck companies are headquartered in Winnipeg with the primary Canada/United States border crossing in Emerson, Manitoba and Pembina, North Dakota. This is the 2nd busiest crossing in Western Canada with nearly 400,000 commercial crossings annually.

Three rail connections to the United States provide Winnipeg very good access to the world's largest market. CN, CP and Burlington Northern Santa Fe (Manitoba) provide service to the US in partnership with their respective U.S. operations. They also provide access to Mexico from Winnipeg through their partnerships with U.S. and Mexico railways.

The Winnipeg James Armstrong Richardson International Airport operates 24/7 and serves over 3.5 million passengers and over 150,000 metric tones of cargo annually. Winnipeg's airport has more freighter dedicated flights than any other Canadian airport, is ranked third in the country in actual freight volume. The Winnipeg Airports Authority has a major site redevelopment underway including a new terminal for later in 2009.

Winnipeg's strategic location at the heart of Canada and North America and as the major northern hub of the Mid-Continent Trade Corridor makes the city a natural transportation and distribution centre. The Corridor runs from Manitoba south through several mid-U.S. states and down through Mexico. Two-way trade between Manitoba and the Mid-Continent Trade Corridor is close to \$10 billion a year in a wide range of merchandise goods such as agri-food products, aerospace, machinery and equipment, pharmaceuticals, industrial and consumer goods.

North America's SuperCorridor Coalition

The Province of Manitoba and the City of Winnipeg have been members of North America's SuperCorridor



**STUART
DUNCAN**



**GREG
DANEWICH**

Coalition (NASCO) and part of their Board of Directors over the past several years. Destination Winnipeg, as the city's arms-length economic development and tourism services agency, has been actively working on Mid-Continent Corridor city relations for several years.

NASCO is a tri-national corridor organization with representation from Canada, U.S. and Mexico. The organization represents the interests of stakeholders within the Mid-Continent Trade Corridor region in terms of transportation infrastructure, technology development and economic development opportunities which present themselves through a coordinated, secure and effective transportation system.

Manitoba Provincial Highways No. 75 and 29 south connect Winnipeg with the U.S. Interstate system I-29 and I-35. I-35 connects the U.S. to Mexico through the southern Port of Laredo. This Corridor is considered Winnipeg and Manitoba's main trade route to the U.S. and Mexico, and has been designated a "high-priority" corridor by the U.S. federal government.

2007 Provincial and City Initiatives

The Province of Manitoba and the City of Winnipeg work collaboratively to initiate and carry forward a variety of projects of mutual interest.

The Province of Manitoba has launched a Manitoba International Gateway Council made up of senior business and business organization representatives. The role of the council will be to provide guidance in initiating the key initiatives of the Manitoba International Gateway Strategy which include: Winnipeg Global Air Traffic Development; Churchill Gateway



Development; Winnipeg Inland Port; Inland Marine Container Terminal; and the International Mid-Continent Trade & Transportation Corridor.

In June 2007, the City of Winnipeg launched the Mayor's Trade Council to examine the emerging trade opportunities, and develop a collaborative strategy supportive of the Manitoba International Gateway Strategy (MIGS). These efforts will attempt to address the challenges of strategic multi-modal transportation system planning, investment and funding options for Winnipeg around expanding trade opportunities. The Council a group of business and civic leaders operating as task group for a period of eight months and completing their task with the issuance of a final report and recommendations. Destination Winnipeg

is a member and also project managing the Mayor's Trade Council.

The objective is to lay out strategies where City policies have some influence, where the City can continue to help build city-to-city relations, and where the City can plan long-term transportation infrastructure investments in partnership with other levels of government and the private sector.

Winnipeg-Kansas City Partnership

Kansas City and Winnipeg have a long-standing relationship as a result of our common interest in north/south commerce along the Mid-Continent Trade Corridor. Both communities recognize the importance of developing relationships with cities, which have the desire to expand their role in terms of developing more commerce and business. Both communities recognize the importance to further relationships with our partner communities in Mexico. Cities are increasingly important engines in the economy.

On October 14th, 2005, a unique Economic Opportunity Partnership was signed between the Mayors of the City of Winnipeg and the City of Kansas City, Missouri in Kansas City providing a framework for building the relationship. The unique partnership is noted in the City's new long-term Economic Opportunity Framework.

The central objective of this city partnership is straightforward: to facilitate more commerce, investment and trade connections between Winnipeg, Manitoba and Kansas City, Missouri. The partnership opens doors to facilitate the private sector, agencies and institutions to build relations and business between the two cities. This is a long-term process that gets built one relationship and one project at a time.

The similarities between Winnipeg and Kansas City as mid-western cities within the centre of the continent along with common industry sectors, creates the foundation for reciprocal economic and business opportunities. Both cities have strengths in sectors such as agri-business, life sciences, and transportation and logistics.

A number of activities have already been completed. For example, Destination Winnipeg coordinated a study to develop a strategic framework for key economic sectors which Winnipeg should pursue with the Kansas City region. The Province of Manitoba hosted the North America's Super Corridor Coalition (NASCO) conference in May 2006 in Winnipeg. Destination Winnipeg facilitated a trilateral life sciences partnership between the Province of Manitoba, Kansas City and Monterrey to open the doors for research collaboration between life sciences institutions. The Province of Manitoba, the City of Winnipeg and Destination Winnipeg were participates and sponsors of North American Works in Kansas City in 2005 and 2006.

The Province of Manitoba and City of Winnipeg have long-established and excellent relationships with U.S. and Mexico partners along the Mid-Continent Trade Corridor. Extensive trade, investment, personal and cultural ties exist between Winnipeg and U.S. companies. The leadership of Manitoba as the Canadian partner in the Mid-Continent Trade Corridor continues to build these relationships and provides a foundation for opening more opportunities for our city and province throughout the heart of North America.

Stuart Duncan is President of Destination Winnipeg.

Greg Dandewich is Director of Economic Development for Destination Winnipeg.

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A New Economy is Built on Honesty

I often feel that the single most important factor which continues to hold us back when it comes to achieving economic success is a lack of honesty. We have a difficult time accepting the truth about our shortcomings and deciding upon our strengths thus we have difficulty aggressively pursuing changes that will address those shortcomings and leverage those strengths to produce better results. Let's take some time to be honest about Winnipeg. Let's assess Winnipeg in relation to what is, and what will be increasingly important in the new economy.

The attraction of knowledge jobs. In the old economy success was defined by creating an environment that attracted a large number of basic manufacturing and low skill positions. In today's world those jobs are increasingly going off-shore to countries with lower wage levels. Success in the new economy is defined by moving up the value chain and attracting knowledge based jobs. One of the indicators that is often used to assess success in the new economy is the number of technology workers in non-IT companies. This is a direct indicator of how a region's companies have moved themselves up the value chain.

Winnipeg has not done a good enough job at attracting and retaining these jobs. In fact, I believe our greatest weakness is represented by failure in this area. Winnipeg has suffered a number of losses of head offices over the last number of years. The number of knowledge based jobs has been limited through our evolution into a branch office town. Cities will lose head offices as companies merge and acquisitions take place. But our failure has been in our inability to attract corporate and regional headquarters which bring a wide array of knowledge jobs that attract and retain high skilled and knowledgeable workers. Alberta has attracted droves of Canadians, not only to work on the oil sands, but to work in a corporate environment that is flush with head office opportunities. If we are to excel in the new economy we must be more aggressive in our efforts to attract head office operations by first creating an environment that provides a solid business case for those types of operations.

Attracting and developing knowledge workers. Richard Florida caused shock waves in economic development circles with his bold assertion that people don't follow companies, companies follow people. Jurisdictions that create a strong, highly knowledgeable, creative workforce will have greater success at attracting new economy jobs to their region. Our city's ability to attract and develop highly qualified personnel will determine our success at attracting and retaining businesses.

Winnipeg has been blessed with top notch post secondary institutions and a workforce with a very strong work ethic. We have seen in recent times some great examples of partnerships between industry and our universities and colleges to produce market driven results in skill sets that are important to our business growth.

Now if we could only keep our provincial government from ruining our knowledge environment. There is one important asset in any community that will have the greatest impact over our success in the new economy and that is our post secondary institutions. Tuition freeze policy has put a stranglehold on our institutions' ability to keep up with the level of quality that is demanded increasingly by our future knowledge workers. In an area in which we require increased investment in education we are going very much the other way. There is probably no other government policy that is so contrary to new economy objectives.

A strong innovation focus. The companies of tomorrow will be those built on a foundation of innovation. The commercialization of new technologies and the transfer of technology to businesses that will make them increasingly competitive must be a central theme in economic strategies. Investment in research and development, attraction of investment capital, and an entrepreneurial culture will become increasingly important as a driver of economic growth.

Winnipeg is well positioned to embrace innovation as a cornerstone to our economic future. We have some great



DAVID
ANGUS



innovative assets, particularly in the area of life sciences, that hold great promise. The test will be our ability to use some of the great research from our very strong cluster of scientific expertise to commercialize and create enterprise.

However, even with this tremendous innovative activity, we need to increasingly determine what we will be known for and strategically invest to create a more specific world class expertise. We have a tendency to spread ourselves far too thin by refusing to make decisions on what our centers of excellence will be and then develop the expertise and investment capital to support it. Even in life sciences we can't seem to determine our excellence and thus we struggle to get international attention.

Develop a world class quality of life. In today's world, with such a shortage of workers and skills, highly educated and skilled individuals can find a job anywhere. Increasingly we are seeing that youth are choosing where they want to live first and then considering job options second. Understanding what the priorities are for the next generation related to community assets and quality of life has never been more important.

When it comes to quality of life Winnipeg cannot be beat. Mid-sized cities in today's global economy have and will have a distinct advantage. Better environmental conditions, lower levels of congestion, and typically a lower cost of living make Winnipeg an attractive location for knowledge workers. Add to those advantages an arts and culture scene that nurtures a level of creativity and you have to be optimistic about our opportunities in the future. As Calgary continues to struggle to find a proper balance between economic success and a high quality of life, Winnipeg is a city that is very easy to live in and a great place to raise a family. This one fact alone provides a basis for us to build on as we try to build our economy.

The bottom line is that Winnipeg has tremendous opportunities to engage in the new economy and provide an even better quality of life. But if we don't first understand that we have some weaknesses that we must address, we will continue to fall behind other jurisdictions. We live in a whole new world and it will become increasingly important that we have an aggressive approach. Addressing our weaknesses and taking advantage of our strengths is the starting point. World class companies and exciting jobs is the end result. The next generation deserves nothing less.

Dave Angus is President and CEO at The Winnipeg Chamber of Commerce.

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Addressing the Infrastructure Gap

Keeping up with population growth and demographic shifts, while enabling economic growth, requires ongoing and sustainable investment in infrastructure.

Governments across Canada are struggling with inadequate or failing public infrastructure such as roads, bridges, highways and hospitals and a limited ability to address those inadequacies with current tax resources. It is projected that Canada's infrastructure deficit is close to \$60 billion.

Governments around the world are recognizing that while they are the best (often the only) bodies to set public policy and regulate performance, they are not often the most efficient when it comes to project management. Governments can spend money strategically, and with the assistance of private expertise, the results achieved provide greater efficiencies. This is the growing trend in Canada – partnering with the private sector through public private partnerships in the development and maintenance of public infrastructure.

Defining Public Private Partnerships

A public private partnership is a partnership arrangement in the form of a long-term performance-based contract between the public sector (any level of government) and the private sector (usually a team of private sector companies working together) to deliver public infrastructure for citizens. A public private partnership could be any kind of infrastructure or service such as a new hospital or bridge or highway, a new type of technology that delivers services in a faster and more efficient manner, or a new federal government building – anything that citizens typically expect their governments to provide.

Public Private Partnerships as Economic Enablers

Spurring economic growth is a critical factor in the success of the delivery, and sustainability, of infrastructure. More and more, public private partnerships are being utilized as an excellent tool to both achieve infrastructure development and spur economic growth.

So, just how do these partnerships enable the economy to flourish? Here are just a few examples.

First, by taking advantage of private sector financing, government can build the infrastructure that B.C. needs more quickly, avoiding up-front capital costs and paying for infrastructure only when it is ready to be used. For example, British Columbia is currently working on projects with a total value of more than \$7.4 billion. Of that total, more than \$3 billion is currently in the form of private-sector investment.

Second, private sector investment creates jobs for local



Public-Private-Partnerships as Economic Growth Enablers

companies and communities. Opportunities are created for local suppliers, labour and contractors and for the use of local materials, all of which reduce the costs of project delivery.

Further, building infrastructure – such as roads and bridges – sets the stage for even more growth and opportunity. As infrastructure is developed, communities are opened up for business, whether it be in form of further investment, tourism, retail and professional opportunities or other economic spin-offs.

Improved infrastructure enables greater capacity and mobility on key transportation networks, which leads to the improved movement of people, goods, and services. Products get to their destinations faster, spurring a booming economy.

In conventional government construction projects, contractors regularly pass along cost increases from schedule delays and overruns on materials and labour. Government must also pay to repair problems with ongoing operations and maintenance. Under public private partnerships – especially those in which the private sector commits to operate a new facility for a fixed period – the contractor, not government, is liable for those cost risks. And if the contractors don't deliver, they don't get paid.

Third, partnership projects attract international and nation-



JENNIFER DAVIES

wide expertise and capital into the local economy, leading to increased competition and innovation.

Private companies that are fully responsible for overruns have a greater incentive to innovate at every stage: through design, financing, construction methodology, and in operations and maintenance. That innovation accounts for a good part of the overall savings to government and results in better products and services.

Canada is exporting local skills and expertise to other markets as well, increasing the attractiveness of Canada, and Canadians, to the global marketplace.

Fourth, partnership projects enable improved risk mitigation and cost management. Prior to considering a partnership option, a detailed business case is prepared to consider life-cycle costs of the various procurement options. Life-cycle costs include not only the capital costs of building and constructing an asset, but also the on-going operations and maintenance costs, the costs of major upgrades and rehabilitation over time, and the costs associated with decommissioning or disposing the asset at the end of its useful life. Undertaking a life-cycle cost analysis presents an accurate picture of project costs. The detailed business case enables up-front decision-making for a project.

Under a public private partnership, taxpayers pay for the project, but only once the facility is built, and then pay is based on performance. Public private partnerships must demonstrate that public interest will be served and value for money can be achieved, otherwise the project does not proceed as a partnership.

Unlike privatization, government enters into a long-term business relationship with a private partner and oversees the public's interest for quality, safety and certainty. Government can enforce service delivery standards through the performance-based provisions of the partnership contract. In a partnership, the government role changes from that of directing and managing infrastructure to one of oversight and maintenance of quality service outcomes.

In all projects, government retains ownership, control and responsibility. By setting standards through contracts and legislation, and by closely monitoring product service and delivery, government ensures that the public's needs are met – and that the public interest is served.

These are just a few examples of how public private partnerships are enabling economic growth in communities across Canada. As infrastructure demands continue to grow, public private partnerships will continue to be a valuable tool for the delivery of public projects and services for Canadians.

Jennifer Davies is Director, Communications & Government Relations at Partnerships British Columbia, a provincial agency with a mandate to evaluate, structure and implement partnership solutions which serve the public interest.

A public private partnership is a partnership arrangement in the form of a long-term performance-based contract between the public sector and the private sector to deliver public infrastructure for citizens



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Walking the Talk

Commercial Transportation & the Environment



Nothing is generating more heat today than anxiety about the environment. A July 2007 poll found that the environment is the top issue for 34% of Canadians. As everyone knows, moving goods and people is dependent on fossil fuels, which are harmful to the environment. The transportation industry is meeting this challenge headlong, walking the talk – and there is cause for optimism.

Since 1990, transportation-related emissions have decreased despite rapid growth in trade, and the industry's share of total greenhouse gas emissions has remained stable at around 25%. Advances in engine and equipment technology, alternative fuels, new operating techniques, and government regulations are all helping transportation companies improve their environmental performance.

A host of things are being done to reduce the polluting impacts of commercial transportation. This article looks mainly at those in surface freight transport.

Clean machines

Today's transport trucks are virtually smog free thanks to cleaner burning engines and the use of low-sulphur diesel fuel. The 2007 diesel truck engines, for example, reduce nitrous oxide by 92% and particulate matter by 90% over those of the last decade. Remarkably, the exhaust of a new truck is cleaner than the air taken in. The trucking industry is exploring alternative fuels such as natural gas and hydrogen or hybrid fuel-battery powered engines and is pushing for tax and other incentives to make these more economical choices for trucking fleets.

Technological advancements are continuing to reduce trucks' impact on the environment. Advancements range from on-board computer monitoring systems, improved

vehicle aerodynamics and better tires all geared to improve fuel efficiency. Some trucking fleets use "speed limiters" that allow for a built-in computer chip to be activated to set a truck engine's top speed at an optimum level for lower fuel consumption and therefore fewer emissions. Satellite tracking assists in setting the most efficient route.

Another way the trucking industry is improving its environmental result is through Long Combination Vehicles (LCVs) – truck tractors with two or three trailers that exceed normal length limits. These LCVs can haul an estimated 40% more freight than regular trucks, offering a way to reduce emissions per tonne of freight moved.

Fuel efficient for the long haul

Railways too are moving towards a much cleaner future. Hybrid battery-diesel engines used in "switcher" locomotives in rail yards, for example, reduce fuel consumption by up to 60% and nitrous oxide and particulate matter by up to 90% over traditional diesel models. Technologies such as "low idle" and automatic "stop-start" systems are also being used to help railways save fuel and cut emissions.

Operating longer and higher capacity trains, developing better track structures and management tactics, training crew on fuel conservation practices, and deploying rail lubricators and fuel additives are all being used to reduce the rail industry's fuel consumption and emissions.

Railways are increasingly working together through co-production agreements to share tracks with one another to move freight more efficiently, reducing total fuel consumption.

The rail industry, through the Railway Association of Canada, has a Memorandum of Understanding with Environment Canada and Transport Canada. This agreement establishes a framework for reducing air pollution and greenhouse emissions from railway locomotives operated by Canadian railways. Under this agreement Canada's major railways have committed to:

- Acquire only newly manufactured locomotives that meet EPA standards

- Retire 130 medium-horsepower locomotives built before 1999
- Upgrade and rebuild medium and high-horsepower locomotives to EPA emissions standards

Doing their part

The federal government's new ecoFREIGHT Program is an initiative to reduce the negative environmental and health effects of freight transportation. The ecoFREIGHT program will:

- Incent the trucking industry to adopt emission-reduction technologies
- Reduce fuel use and emissions through training and education, sharing of best practices, anti-idling campaigns, technical analysis/evaluations, and new technology
- Fund ways to test and measure the performance of new freight transportation technologies and to purchase and install proven emission-reducing technologies
- Bring together partners within the freight transportation sector and develop partnerships with other countries and users of the freight system to reduce emissions
- Support pilot projects for the installation and use of shore-based power for marine vessels to improve local air quality by reducing air pollution from ships

Provincial governments are also getting into the act. Some provinces are eliminating road tax on biodiesel and offering incentives to producers of ethanol. They are also working with Transport Canada to co-fund projects that will reduce emissions through better trip planning, routing, and the use of technology among drivers.

What once seemed crazy... now seems possible

Flying zeppelins, green goats, high-tech kites - innovative transportation companies are busily developing technologies and techniques that bring environmentally friendly solutions to an industry with some seemingly zany ideas.

Who really thought that the Goodyear blimp could be re-tooled to transport cargo to remote areas of Canada's Arctic? Newly refined "airships" are now closely being looked at as a new method of goods transport. These extremely buoyant aircraft are perfect for hauling cargo because of their lightweight structure and ability to land in sensitive and remote areas without disrupting the environment.

And who would have thought that railways could modify old locomotives to push and pull rail cars around the yard without spewing out toxic fumes? Well they can! Green "Goats" that run on a combination of diesel and electricity generated by rechargeable batteries are being used by railways to assemble a hundred or more railcars into a full train. A Green "Kid" is also available for lighter operations.

Even further out in "left field" is the fitting of high-tech kite sails on cargo ships to use wind power to supplement fuel. Harnessing wind energy to propel ships across the high seas looks as odd as it sounds. But don't be fooled; annual fuel savings can reach \$400,000 for a relatively small 87-meter cargo ship.

And then, there is the Canadian company that has found a niche in reducing fuel costs for the trucking industry while the same time keeping truckers warm on those bitter Canadian winter nights. The "Novacab" heats, cools and dehumidifies the sleeper-cabs of long haul trucks even when the engine is turned off. Novacab is designed to reduce idling time needed to heat the cab and sleeper while the driver is resting, resulting in CO2 emission reductions of up to 16,000 kg/vehicle/year!

Each mode of transportation is walking the talk, taking steps to reduce its environmental footprint while continuing to move us and our goods. By working together and operating in their area of competitive advantage, each mode strives to have the least possible impact on the environment. As integrated partners they can and do provide a cleaner friendlier transportation system to serve Canadians.

Ruth Sol is President & Treasurer of the Western Transportation Advisory Council (Westac)



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Kyoto, Roadways & Emissions

The Kyoto Accord, right or wrong, is the catalyst around which the world is debating the ways and means of reducing greenhouse gas emissions.

In many circles, it has become an accepted truth that reducing greenhouse gas emissions might be achieved in part by not expanding roadway (municipal and highway) capacity. The theory is that the more roadways society builds, the more vehicles will want to use them and therefore more greenhouse gas emissions.

Has anyone actually taken the time to study to determine the truth of this repeated proposition?

Until recently, the answer was no – no empirical research had been conducted in Canada. However, two new reports help shed some light on the assertion.

In December 2006, the Conference Board of Canada released results of a new study entitled “Build it and will they drive?” Its purpose was to identify the determinants of “induced travel,” which is defined as the increase of new vehicular travel on a particular roadway.

The report was groundbreaking in that its methodology was based on two never-before used sets of data: one, a series of socioeconomic variables, and second, use of the ‘Canadian Vehicle Survey,’ the new Statistics Canada measuring tool. The results were surprising, even to the researchers.

The Conference Board research determined that there is no statistical relationship between induced travel and the capacity of available roadways. In other words, there is no truth to the notion that more roadways necessarily equal more cars and therefore more greenhouse gas emissions. The Conference Board research looked at the influence of an increase in the number of lane kilometers available to the local population, and concluded that increased highway capacity had no influence on induced demand.

Instead, the Conference Board found that the largest determinant of travel demand is population and density growth, followed by average wealth – the notion that as Canadians become more affluent, they can afford the costs associated with driving additional vehicles. Other factors having an impact on driving demand are past driving habits of individuals and the price of gasoline relative to the price of public transit.

The Conference Board report alone therefore suggests that building more roadways does not lead to an increase in greenhouse gases.

In addition to the Conference Board report a second study was released in January 2007 by McElhanney Consulting Services Ltd. of Surrey, British Columbia. It makes the case that additional roadway capacity can in fact play a key role in reducing greenhouse gas emissions by reducing overall congestion.

The McElhanney report used computer modeling and real-life traffic counts to estimate vehicular emissions, including greenhouse gas emissions at various speeds – these emissions included carbon dioxide, volatile organic compounds and nitrous oxides.

The report concluded that emissions are at their highest when traffic moves at speeds between 5 and 15 kilometers per hour – standard stop-and-go congestion speeds. At these speeds, carbon dioxide emissions in a typical car are close to 40,000 grams per mile traveled. However, when speeds increase to approximately 50 to 55 kilometers per hour, emission levels drop to approximately 16,000 grams per mile traveled.

This research concludes that ‘stop and go congestion’ is responsible for emissions that are approximately three times higher than cars traveling at higher speeds and a reduction in congestion is desirable from a greenhouse gas emission reduction perspective.

If we assume for a moment that driving habits are not likely to change, a logical choice for reducing congestion is to enhance roadway capacity. As the Conference Board Report suggests, this can be done without any accompanying induced demand that would negate any effects of lower congestion.

The results of these reports are clear – the argument that enhanced roadway capacity on their own results in more pollution is dispelled. Instead, a strong scientific based case can now be advanced that improved traffic moving capacity by reducing congestion can in fact play a role in reducing greenhouse gas and other pollution emissions.

This is an important conclusion for policy makers at all levels, particularly as Canadians demand action on reducing greenhouse gases, while at the same time demanding safer, more reliable transportation. Enhanced roadway capacity would seem to achieve both goals.

This is not to ignore the important benefits of public transit. It is however to suggest that solutions to problems are best achieved through balance and reliance on facts, not myths.

For a copy of the Conference Board of Canada and the McElhanney Consulting Services study, visit the MHCA website at www.mhca.mb.ca and click on ‘Articles & Reports.’



**CHRIS
LORENC**

A handwritten signature in black ink, appearing to read "Chris Lorenc". The signature is fluid and cursive.

*Chris Lorenc, BA, LL.B is
President of the
Manitoba Heavy
Construction Association.*

CCA/CCA Roadbuilders & Heavy

As the builders of Canada's trade and transportation routes, it is essential that we maintain a healthy, vibrant roadbuilding and heavy construction industry in Canada. Through the lobbying of TRIP Canada, the Canadian Construction Association (CCA) supports efforts to increase federal spending in infrastructure and roadbuilding projects. However, CCA and the CCA Roadbuilders and Heavy Construction Council have also pursued initiatives and other lobby efforts that will help to strengthen the roadbuilding and heavy construction industry.

Just a few of these initiatives include:

Hours of Service regulations – Many roadbuilders will know that new, more stringent Hours of Service regulations came into effect for all commercial drivers as of January 1, 2007. CCA has long sought an exemption from the Hours of Service regulations for short haul construction drivers, arguing that their primary purpose of fatigue reduction has no impact for short haul drivers. In May 2007, CCA was able to convince federal and provincial regulators to extend "educational enforcement" of the new regulations until December 31, 2007. At the same time, a task force was struck that will examine the particular concerns of the roadbuilding sector, and will report back to regulators by the end of 2007. We are hopeful that through this task force, a number of the issues of concern to roadbuilders with Hours of Service regulations will be addressed.

Labour Supply – In June 2007, the Construction Sector Council released its updated Labour Market Information forecast for the Canadian construction industry – by 2015, 255,000 new workers will be needed across Canada to meet impending retirements and new demand. In Manitoba, almost 9,000 new workers will be needed. CCA is lobbying for changes to help address this need. CCA successfully convinced the federal government to introduce tax credits for employers who hire new apprentices, and grants for new apprentices. We successfully convinced governments to pursue unfettered interprovincial labour mobility – all governments have committed to reaching an agreement by April 2009. We are working on easing restrictions to bringing in foreign workers, and there have been several positive changes to the temporary foreign worker category. We will continue to promote the industry to youth, parents, and teachers, to ensure they understand that benefits of a career in construction.

Tax Issues – In the last two federal Budgets, a number of beneficial tax changes were introduced to help businesses, particularly small business. For instance, the general corporate income tax rate will be lowered to 18.5% from 21% by 2011. Employment Insurance rates have continued to fall. The federal capital tax, and by 2012, all provincial capital taxes have been, or will be eliminated. The tools tax deduction was doubled.



**MICHAEL
ATKINSON**

CCA continues to lobby the federal government to eliminate the taxation of driving a company owned vehicle. At present, any employee who must drive a company vehicle from home to a worksite is deemed to accrue a taxable benefit. CCA has argued for the elimination of this policy, or at least, asked for significant changes – especially in the face of three Tax Court of Canada rulings which have ruled against this tax policy. CCA will be meeting with the Secretary of State for Small Business, who is reviewing this matter, in fall 2007 to make our case.

Incentives for Greener Off-Road Vehicles and Equipment – With increased environmental scrutiny, CCA is lobbying the federal government to introduce new financial incentives for contractors who purchase post-2007 model diesel-powered engines and equipment. These post-2007 models are subject to much more stringent emission standards, and it is therefore sound environmental policy for contractors to replace their fleets with these



Heavy Construction Council Report

newer models. However, without some form of financial incentive – be it an accelerated capital cost allowance, or a direct purchase grant – it is unlikely that contractors will accelerate fleet replacement quickly enough to realize immediate environmental benefits.

Enhancing National Gold Seal program – It has been clear that there is increased national interest in the Gold Seal certification program. 2006 witnessed a 50% increase in applications from a year prior, and expectations are that 2007 will witness a similar increase. The most recent Gold Seal exam in April 2007 was the largest in program history, with over 200 individuals across the country taking the exam. Gold Seal is even seeing an interest in foreigners achieving Gold Seal status before their arrival to Canada as a means to gain a competitive advantage.



Partnering with Vancouver Olympic Committee on the Olympic Torch Relay: The CCA Roadbuilders Council has agreed to a partnership request from the Vancouver Olympic Organizing Committee (VANOC) for logistical assistance during the Olympic torch relay that will take place across Canada in late 2009 and early 2010. Through this partnership, CCA will coordinate requests for such logistical requirements as signal trucks, barricades, snowplows, etc, with roadbuilding companies who are willing to donate the use of these equipment when the torch relay comes to their regions. There will be some sort of formal recognition for CCA and the companies as a result, although specific details are yet to be worked out.

These are but a few of the issues that CCA and the CCA Roadbuilders and Heavy Construction Council have been, and will continue to pursue throughout 2007. I want to take a moment to recognize the important work of MHCA's representatives on the CCA Board of Directors, and in particular, the Roadbuilders and Heavy Construction Council – Gord Lee, Boris Gavrailoff, former CCA Chair Barry Brown, and the President of the MHCA, Chris Lorenc. With the help of these individuals, CCA will continue to be an effective voice for the national roadbuilding and heavy construction industry.

Michael Atkinson is Permanent Secretary to the CCA Construction Exports and Finance Committees. He also serves as Recording Secretary for the CCA Executive, Governance and Nominating Committees.



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When someone in the future writes the history of TRIP Canada, they may well label 2006 and 2007 as the years when federal politicians finally started to get it. After years of stressing the need for federal leadership and investment in Canada's core physical infrastructure, the 2007 federal Budget proudly announced the largest single federal investments in infrastructure in over 50 years, with over \$33 billion allocated for infrastructure. Although the details would suggest that the picture is not quite that rosy, the fact remains that infrastructure is securely on the federal agenda. However, maintaining that momentum will pose TRIP Canada's biggest challenge moving forward.

So what exactly has been announced by the federal government? The 2007 Budget changed the focus of a number of federal infrastructure programs, while retaining others. The new federal infrastructure program mix includes:

- The existing gas tax sharing program will ramp up to \$2 billion for municipal infrastructure by 2009-10, and will be extended at the \$2 billion level until at least 2013-14.
- A new "Building Canada Fund" will be created, worth \$8.8 billion over 6 years. This fund will invest in large scale projects such as the national highway system, transit, and sewage treatment.
- A new public-private partnership fund worth \$1.25 billion over the next 6 years will be created that will invest up to 25% for eligible PPP projects.
- A new "equal per jurisdiction" fund will provide each province and territory with \$25 million per year for the next 6 years for transportation infrastructure.
- A new \$2.1 billion investment over the next 6 years will be available for gateways and border crossings to improve trading corridors throughout Canada. This is in addition to an extra \$400 million added to an existing \$600 for the Asia-Pacific Gateway Strategy, which will focus on trade and gateway infrastructure throughout Western Canada.

In addition, there remains \$4 billion to be spent from previously announced funds such as the Canada Strategic Infrastructure Funds and the Municipal Rural Infrastructure Fund.

Although these new programs are impressive, contractors will not be able to bid on jobs flowing from these new funds until the 2008 construction season at the earliest. At the behest of TRIP Canada and others, the federal and provincial governments have pledged to conclude joint agreements to manage these funds as quickly as possible, so that funding can roll out for the 2008 season.

But even without the benefit of new funds from the 2007 Budget, we are seeing the impact of greater federal and provincial interest in infrastructure, particularly transportation infrastructure. In an analysis of provincial highway capital budgets conducted in the spring of 2007, it was discovered that when aggregated, capital budgets in 2007-08 were 16% higher than a year ago. This is very good news for the industry, and with new federal money coming in 2008-09, we hope that trend will continue.



**JEFF
MORRISON**



TRIP Canada

THE ROAD & INFRASTRUCTURE PROGRAM OF CANADA



But as mentioned, the challenge now for TRIP Canada is to maintain momentum, while at the same time ensuring that obstacles preventing future investment and growth in infrastructure investment are controlled. TRIP Canada and the Canadian Construction Association will be looking to address some of the following infrastructure-related concerns:

- **Roads as “Anti-Environmental”:** The perception among most Canadians is that building more road capacity is bad for the environment, given that more roads often equates with more vehicles using that road, and therefore more green house gas and other emissions. However, a Conference Board of Canada study commissioned by TRIP Canada and released in December 2006 refutes that stereotype. The report found that there is no correlation between new road capacity and the change in the number of vehicles using that road – in other words, more roads does not equal more vehicles using that road. TRIP Canada has been publicizing these results throughout the year, and will continue to do so.
- **Labour supply in roadbuilding sector:** As with other construction sectors, roadbuilding has faced challenges in attracting a sufficient supply of labour, particularly in Western Canada, and particularly as highway and other infrastructure budgets increase in various jurisdictions. TRIP Canada has responded in a number of ways – developing a roadbuilder promotional CD for youth, developing posters and other print material, and working to reduce interprovincial labour mobility barriers (something that all provinces have agreed to do by April 1, 2009). Over the coming year, we will work with the Construction Sector Council to produce a website aimed at attracting aboriginals to roadbuilding, act as a liaison with the BC Road Builders to share information with other roadbuilding associations on new courses that BC is developing, and continue to lobby the federal government to facilitate the entry of foreign labour.
- **Inclusion of a dedicated water infrastructure program:** Although we have witnessed the federal and provincial governments pay greater attention to highway budgets, TRIP Canada does not want to ignore the needs of municipal water and wastewater systems. That is why over the coming year TRIP Canada will be putting an emphasis on water and wastewater infrastructure in our lobbying efforts. Our goal is to put in place a dedicated water infrastructure fund both for municipalities and for aboriginal communities, where the federal government has direct jurisdiction for water-related issues.

Clearly, infrastructure has moved up on the public radar screen. Governments are recognizing the importance of proper investment, as are Canadians in general. Even the financial markets are better understanding the importance and need for infrastructure investment, with new mutual funds and investor groups dedicated solely to infrastructure being created. This is all good news for the heavy construction sector. However, momentum must be maintained. TRIP Canada’s priority over the coming year will be to continue to build on that momentum as we move into the Harper government’s third Budget and a possible election. As always, the support of provincial roadbuilding and heavy construction associations and grassroot members is greatly appreciated in these efforts.

Jeff Morrison is the Executive Director for TRIP Canada.



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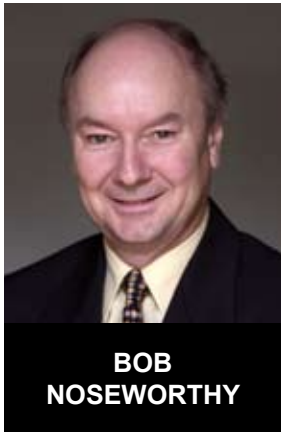
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Roadbuilding Contractors Buy into Gold Seal



**BOB
NOSEWORTHY**

Firstly, I wish to thank the MHCA for giving me the opportunity to share my thoughts with you, regarding the Gold Seal Program. Our company had its humble beginnings in the crushing and paving business in Newfoundland in the early 1970's. Since those days, we have evolved into a multi-disciplined construction company with expertise in heavy civil, energy, concrete and rebar, as well as the real estate sectors of business.

Being involved in such a diversified company, we have been exposed to a varied clientele. In all cases, our clients demand that we demonstrate our abilities to deliver the highest quality product available in the marketplace. To that end, our company, like others across Canada, has been proactive to insure that we meet the highest of standards demanded of us. As is the case with other construction firms, we have become ISO Certified, CSA Certified and COR Safety Certified to name a few. I believe that it is the

“Gold Seal demonstrates to buyers of construction that we have certified employees to perform the job right, on time and on budget”

right of all buyers of construction to insist that all companies meet the highest standards for their field of expertise. When our company operates as a general contractor, we expect no less of our sub-contractors. At all times, we strive for excellence.

In the early 1990's, the construction industry recognized the need to provide its Project Managers, Superintendents and Estimators with a comprehensive national management program. It was the start of what is now known as the Gold Seal Program. Since that time, we have also incorporated Safety Coordinators into the Program as well as Gold Seal Interns. It was immediately recognized that if industry wasn't proactive in providing such a program, then one would be provided to it from an outside source.

In the late 1990's, the Roadbuilding Industry across the country in general, endorsed the program. Since that time, increasing numbers of owners are requesting that industry provide assurances that their employees meet the highest standards, such as those provided by Gold Seal.

The question might be asked, why Gold Seal? As mentioned above, it's a program for the construction industry, made by the industry. It's the only comprehensive national construction management program. It's been around for fif-

teen years and it has proven to be a solid, high quality service. The program maintains its designations and exams on a regular basis to keep current with changes in technology, regulations and modern project practices. It encourages colleges and universities across the country to offer construction management courses. And while we're committed to the high quality courses at local colleges and other institutions, our managers are attracted to the national certification offered by Gold Seal.

As well, our staff can register as a Gold Seal Intern and work their way toward a certificate and even a Professional Gold Seal Certified designation. The exam to become certified in the roadbuilding industry was developed by Roadbuilders and is corrected by Roadbuilders – there is no better way of verifying a manager's skills and abilities in this sector. We pay for their registration and courses and they get a valuable designation. What better way to invest in your employees and your company's future!!

Furthermore, we can declare our “Gold Seal competence” when we bid jobs. Gold Seal demonstrates to buyers of construction that we have certified employees to perform the job right, on time and on budget!!

And finally, we want to see our managers getting the training and education which Gold Seal encourages – not only in technical areas like estimating, safety, legal issues, planning and scheduling, but as well in the so-called “soft trades” like conflict resolution, communications, and meeting management, to name a few. For the management sector, these are the skills that make the project run smoothly – they turn an efficient manager into an effective manager. We depend on these employees to see the bigger picture, to contribute to the company as a whole and not just the project. They play a huge role in training and mentorship. Gold Seal is a very important tool in developing those capabilities.

To date there are over 6000 Gold Seal Certified construction managers across Canada and almost 1000 of them are in the roadbuilding and heavy construction industry. Gold Seal helps promote professionalism and excellence in the roadbuilding industry as it does in other areas of construction. We are an elite group of highly skilled, highly motivated and talented people. Get your managers certified! They deserve it and the recognition that comes with it!!

Bob Noseworthy, P.Eng., G.S.C. is President of Pennecon Ltd. in Newfoundland and Chair of the Canadian Construction Association's Gold Seal Committee. He is also a former Chair of CCA's Road Builder and Heavy Construction Committee.



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COR | Certified Safety Program



BY LAURA WILSON, MHCSP ADMINISTRATOR

What is a COR program? What is a Certificate of Recognition?

The Certificate of Recognition (COR) Program is a safety and health certification program for construction industry employers. The program is designed to assist companies in the development and maintenance of a company-wide safety and health management program. The COR Program also helps construction companies understand workplace safety and health legislation, and employer and worker rights and responsibilities. A Certificate of Recognition (COR) is given to employers upon completion of COR training, development and implementation of the safety program, and internal and external safety audits. The Manitoba Heavy Construction Association (MHCA), Manitoba Conservation, and Workplace Safety and Health cosign COR certificates. The COR program and audit procedures and policies are outlined in the COR Quality Assurance Program for Safety Audits Document, and can be requested through the MHCSP.

What are the benefits of having a COR?

A COR recognizes that the safety and health management system of an employer has been evaluated by a qualified auditor and found to meet the national standard set by the Canadian Federation of Construction Safety Associations. Effective safety and health management systems are a useful way to reduce injuries and incidents, and the physical, emotional, and financial costs thereof. By doing so, companies can strengthen their business success and make the firm an employer of choice. Understanding workplace legislation and worker rights and obligations can assist firms in avoiding liability and ensure due diligence. Achieving and maintaining a valid COR is required for earning a financial incentive through the Workers Compensation Board. COR is required of all contractors bidding on jobs over \$100,000 submitted to MB Infrastructure & Transportation, Industry Trade & Mines, and The City of Winnipeg. Furthermore, it is not unusual for Manitoba corporations to expect contractors bidding on projects to hold a valid COR.

What do I have to do to get a COR?

To acquire a COR, an employer must take the following steps:

1. Contact the Manitoba Heavy Construction Safety Program (MHCSP) and fill out a COR Registration Form, as well as register with WCB, if the company hasn't already done so.
2. Have the owner/senior management and at least one full-time employee complete the following courses:
 - COR Principles in Health & Safety Management (1 day)
 - COR Leadership in Safety Excellence (2 days)
 - COR Auditor Training (1 day)
 - Environmental Awareness (1/2 day)
 - Emergency Response (1/2 day)
 - First Aid/CPR (1 day)
 - At least one elective course (1/2 day)
3. Assemble company safety and health management program manual and begin to implement the program elements into workplace activities and throughout the company. The safety and health manual must include:

1. Company Policy and Management Commitment	8. Training & Communication
2. Hazard Assessment And Analysis	9. Inspections
3. Work Practices	10. Investigations
4. Job Procedures	11. Emergency Preparedness & Response
5. Rules	12. Statistics And Records
6. PPE	13. Legislation
7. Preventative Maintenance	14. MHCA Supplement

4. Company contacts the MHCSP for a trial audit to verify that the company's program meets industry standards (optional) and makes appropriate corrections where needed. The company's auditor can conduct the trial audit.
5. Company contacts MHCA Safety Program to request a qualified external auditor and then schedules an external audit. The original completed audit is submitted to the MHCSP for verification and then passed back to the company to complete an action plan.
6. If the audit meets industry standards, a COR number is issued, then the MHCSP will forward the certificate for signatures from the MHCA President, Manitoba Conservation, and Manitoba Workplace Safety & Health Division. The certificate is then presented to the company.
7. The certificate will be valid for three years from the initial certification year. Internal audits are required annually in between external audits to maintain certification.
 - To be granted COR Certification – External
 - Year 1 & 2 – Internal
 - Year 3 – External etc.

What is an audit? How do I get an audit done?

An audit is a comprehensive review of the employer's safety and health management system. Audits must be carried out using the National Standards COR Audit Tool obtained from the MHCSP. The audit covers the basic elements of a safety and health management system and will include interviews, documentation review, and observation techniques. Internal audits must be carried out by a qualified auditor, that is, an individual who has at minimum taken the COR Auditor training course, has submitted a trial audit within six months of taking the course, and has taken the annual COR Auditor Refresher course on internal audit years. To arrange for an external audit an employer must contact the MHCSP office and a qualified auditor will be assigned. To meet COR standards, the external/internal audit must attain an overall score of at least 80% with no one section scoring lower than 50%. The original completed audit document should be sent to the MHCSP for review and approval, along with an action plan for the ensuing year.

What is a Corrective Action Plan?


COR certified employers must submit an action plan to the MHCSP along with their audit document following any external/internal audit. This action plan is the responsibility of the company to produce, not the auditor. An action plan must address:

- Identified COR program deficiencies (per element)
- Prioritization of concerns
- Details on proposed corrective actions that assigns responsibilities, including a description of short term and long term strategic plans
- Any other requirements as determined by the MHCSP Safety Director
- Targeted implementation schedules

The MHCSP reserves the right to conduct a verification audit to ensure the action plan content is followed.

How long is the COR good for? How do I maintain / renew COR?

The COR is valid for three years from the date of issue, providing that all maintenance requirements are met. The date the audit is completed is used as the COR issue date. To maintain a COR, an employer is required to carry out an internal audit within 12 months of the date of the COR, and to carry out a second internal audit within 24 months of the issue date of the COR. An external audit is required by the third COR anniversary date to renew the COR.



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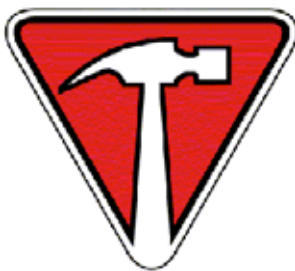
BY CHRISSEY PANAS,
MHCSA SAFETY ADVISOR



The "Safe on Site" program is off and running again from June to October with a positive start. This program is designed to provide safety information and resources to contractors directly on site, and provide contractors with the opportunity to develop and implement an effective safety program. The Safe on Site program is a joint effort of SAFE Work, the Manitoba Heavy Construction Association, and the Construction Safety Association of Manitoba.

This is the second year running, and with the added commercial and billboard ads, companies seem to be much more aware of the program this year. So far it's been nothing but a positive experience, and I've been really surprised by the overall safety awareness and compliance of most companies. The rain has put a damper on some of the construction, but I've been trying to get out and visit as many contractors as possible. I have been handing out a lot of safety bulletins, pamphlets, and the "SAFE Work" stickers have been real popular with the workers.

In the first few weeks, my visits were concentrated mainly in the Winnipeg area, but I have started to expand my destinations and have visited some of the smaller cities and rural areas such as Selkirk, Morden, Carmen, Teulon, Winnipeg Beach, Gimli and Stonewall. I understand work is running behind and I am thankful when supervisors and workers can take a few minutes out of their busy schedule to discuss safety with me.



SAFE WORK




Some of the topics the "Safe on Site" program can assist and discuss are:

Safety Information and resources available to contractors	COR program and certification
Legislation and supervisor/worker roles and responsibilities	General site hazards
Emergency planning	Implementation of a company safety program
Personal protective equipment	First aid and emergency preparedness
Safety education and training	Resolving safety concerns

I hope to visit you on your worksite soon.

If your company would like to participate in the Safe on Site, please call Chrissy or Rob at the MHCA office at 947-1379.



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DUTIES OF SUPERVISORS

BY CHRISSY PANAS,
MHCSA SAFETY AUDITOR

Being a supervisor at a job site requires a huge amount of responsibility. Some supervisors are unaware of their responsibilities, and could find themselves scrambling when subjected to improvement orders. In the legislation, a supervisor is defined as a person who has charge of a workplace or authority over a worker (surveillant). The Workplace Safety and Health (WS&H) Act requires supervisors to take reasonable precautions to protect the safety and health of workers under their supervision and make them aware of their risks. Section 4.1 of the WS&H Act lists the duties of supervisors, whereby every supervisor shall:

- (a) so far as is reasonably practicable,
- take all precautions necessary to protect the safety and health of a worker under his or her supervision
 - ensure that a worker under his or her supervision works in the manner and in accordance with the procedures and measures required by this Act and the regulations, and
 - ensure that a worker under his or her supervision uses all devices and wears all clothing and personal protective equipment designated or provided by the employer or required to be used or worn by this Act or the regulations;
- (b) advise a worker under his or her supervision of all known or reasonable foreseeable risks to safety and health in the area where the worker is performing work;
- (c) co-operate with any other persons exercising a duty imposed by this Act or regulations; and
- (d) comply with the Act and regulations.

There are several questions a supervisor can ask oneself to determine "Am I prepared?" For instance:

- Will you be prepared to deal with the authorities?
- Will you know and understand your responsibilities?
- Will you be confident in your ability to show that you have done your best to be duly diligent in providing a safe and healthy workplace?

In simple terms, Due Diligence means taking all reasonable care in the circumstances to protect the safety and health of all workers at a workplace.

To establish Due Diligence

- You must be able to demonstrate due diligence in an objective manner. (For example, a defense cannot succeed if the employer states that they intended to provide a safe and healthy workplace).
- You must give actual proof of real attempts to comply with

legislation. The measures that will be necessary to prove due diligence in court will depend on the particular circumstances of each case.

- What might constitute due diligence in one workplace, may be totally insufficient in the next.

You have NOT been Diligent, if

- You should have known about a hazard.
- You knew about a hazard, but did nothing to correct it, or refer it to someone who could correct it.
- You knew about a hazard, but did not advise/warn other workers.
- There was a rule in place, but you did not follow it.
- You did not comply with the WSH legislation and regulations.
- You did not use protective clothing and equipment as required.
- You did not follow safe work procedures.
- You did not cooperate with others in the workplace to make a safe work environment.

Effective March 31, 2004, the Criminal Code imposed legal duty on employers and those who direct work to take measures to protect employee and public safety. If this duty is disregarded and harm or death results, an organization or individuals supervising others could be charged with criminal negligence. Criminal charges will result in a criminal record upon conviction, and can lead to high fines and up to life imprisonment, depending on the seriousness of the offence. Specifically, the Criminal Code (section 217.1) sites that everyone who undertakes or has the authority to direct how another person performs a task is under a legal duty to take reasonable steps to prevent bodily harm to that a person, or any person arising from that work or task.

In this sense, as outlined in section 219.1 of the Criminal Code, everyone is criminally negligent whom in doing anything, or in omitting to do anything that it is his duty to do (as imposed by law), shows wanton or reckless disregard for the lives or safety of other persons.



Identifying Hazards & Implementing Safe Work Procedures/Practices



Job Hazard Analysis (JHA) is a procedure which helps integrate accepted safety and health principles and practices into a particular operation. In a JHA, each basic step of the job is examined to identify potential hazards and to determine the safest way to do the job. Other terms used to describe this procedure are job safety analysis (JSA) and job hazard breakdown.

Four basic stages in conducting a JHA are:

1. Selecting the job to be analyzed.
2. Breaking the job down into a sequence of steps.
3. Identifying potential hazards.
4. Determining preventative measures to overcome these hazards.

A rule of thumb is that most jobs can be described in less than ten steps.

The completed JHA, or better still, a written safe work procedure based on it, can form the basis for regular contact between supervisors and workers on health and safety. It can serve as a teaching aid for initial job training and as a briefing guide for infrequent jobs. It may be used as a standard for health and safety inspections or observations and it will assist in comprehensive accident investigations.

The Manitoba Workplace Safety and Health Regulation 217/2006.

General Safety Duties Part 2 require:

Safe Work Procedures:

- 2.1. In addition to the requirement to develop safe work procedures contained in the other parts of this regulation, an employer must
 - a) develop and implement safe work procedures for the work that is done at the workplace;
 - b) train workers in the safe work procedures; and
 - c) ensure that workers comply with those safe work procedures.

Tips for developing safe work practices and procedures:

- Involve the workers who regularly perform the job,
- Put the steps in the correct sequence,
- Number the steps,
- Identify the hazards associated with each step,
- Evaluate the hazard based on severity and frequency,
- Establish controls for the hazards recognized and evaluated,
- Use vocabulary appropriate to the workers,
- Write short clear sentences,
- Ensure instructions are accurate,
- Use consistent terminology,
- Use “active” verbs for instructions,
- Use consistent formatting (e.g. headings and font size),
- Ask workers to review prior to implementation.

Before implementing a safe work practice and procedure, the most important question to ask is: “Is this document easy for workers to use?”

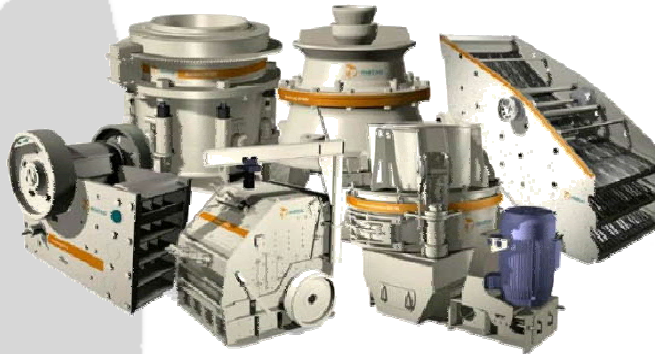
Remember this is a process of communication to help improve safety and health for everyone. This includes team work on the behalf of the employer, supervisor, worker, and the workplace safety and health committee/representative.

BY PHIL MCDANIEL,
MHCSA SAFETY ADVISOR





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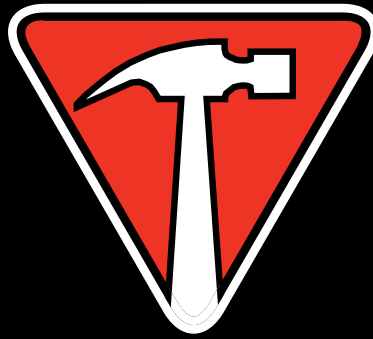
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